CHAPTER 1: CONTINUOUS QUALITY IMPROVEMENT (CQI)

OUTCOME STATEMENT: Utilize on an on-going basis a quality review process that accurately measures processing performance in a way that creates a perpetual self-diagnostic and self-fixing process.

Table of Contents

Quality Control Unit Overview

- QC Unit is managed by Public Health

- QC reviews Active and CAPERS Findings

- QC Specialist review cases based on state and federal regulations

- After the QC Specialist completes their review, it is re-reviewed by the QC-Payment Accuracy Specialist.

- A subsample of each month's cases are reviewed by FNS.

- SNAP actions that are reviewed by QC and the QC-PAS are:
  - SNAP Active-are reviews of the accuracy of the dollar amount each household is receiving.
  - SNAP CAPERS- are reviews of the processing status for which households were denied or terminated.
  - SNAP Timeliness- are reviews to determine if the household received the SNAP benefits in a timely manner.

Program Accuracy Unit

- PAS Unit is managed by Children and Family Services.
- PAS determine if proper procedures and policy were used to continue or establish eligibility, review documents and case files, and conduct Targeted Reviews to determine where errors or breakdowns are occurring.
- PAS create Weekly R.E.Ps (Recap of Essential Policy and Procedures), Captivate Videos and Quizzes that are shared with the field.
  - ***The most current training materials are uploaded on SharePoint under Training Tools by Topic.***
- PAS are now using the NEARS 3 program.
- PAS are reaching out to teams in all service areas to offer support when needed.
- Programs PAS review:
  - Supplemental Nutrition Assistance Program (SNAP)
  - SNAP Timeliness
  - Child Care
  - Aid to Dependent Children (ADC)
  - Assistance to Aged, Blind, or Disabled Payment (AABD)
  - Low-Income Home Energy Assistance Program (LIHEAP)
  - Social Services for Aged and Disabled (SSAD)
- PAS review the following Functions:
  - Interviewing
  - Processing
  - Change Management
  - Phone Observations

CHAPTER 2: FEDERAL REPORTING

Goal Statement: Continually meet or exceed Federal Guidelines with the goal to optimize quality and realize Federal Bonus Funds

Goal Statement: SNAP timeliness will move towards the goal of being ranked #1 which will ensure that households will receive accurate benefits within 7 days upon receipt of application for Expedite households and by 30 days upon receipt of application for Non-Expedited households.
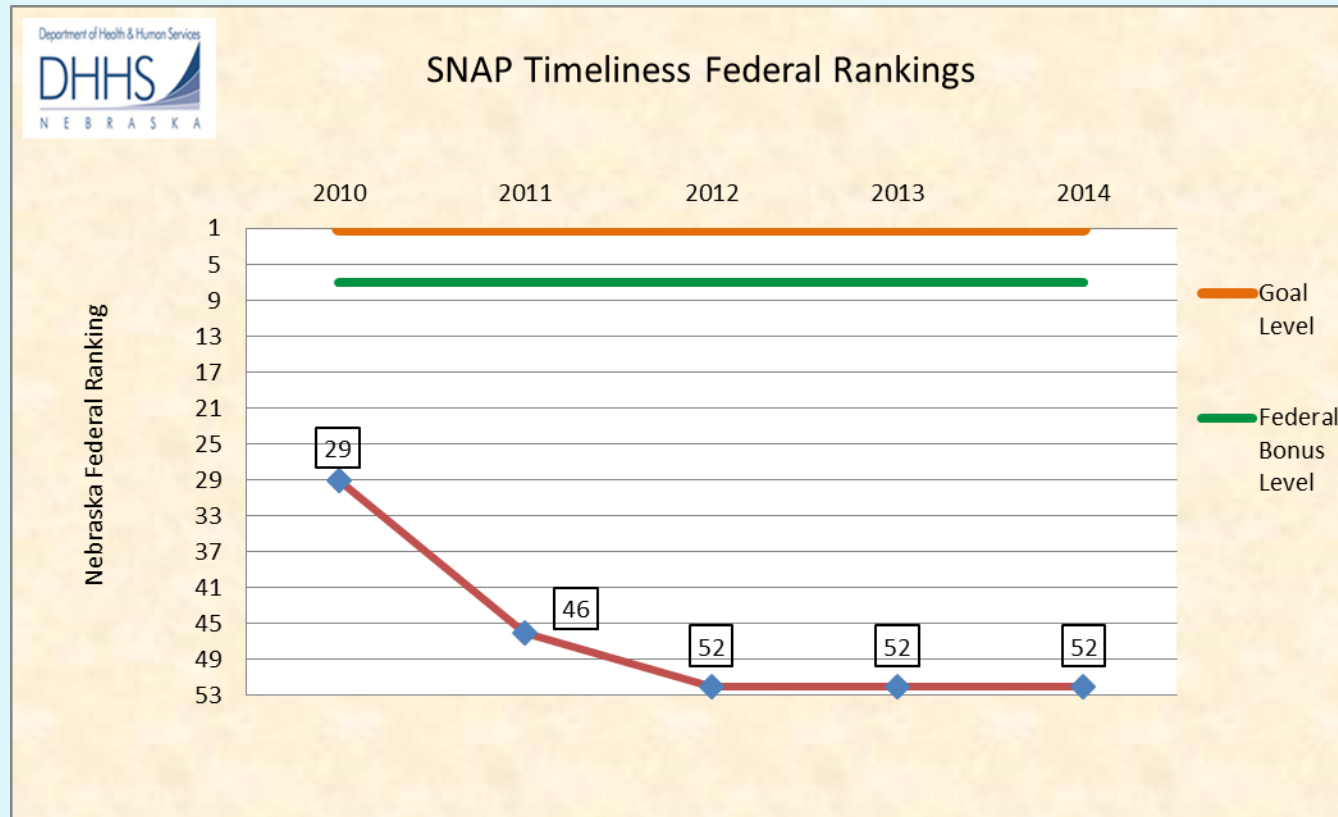
The above chart: Fiscal Year 2014 – Ranking covers the time period October 2013 to September 2014.

Most Current Information Updated: 10/2014.

Timeliness Rankings are released Quarterly.

Timeliness: measured from application receipt date for when benefits are administered and in the customers hands.

Active Findings

Strengths/Accomplishments:

Action Items:

Barriers:

Goal Statement: The accuracy of SNAP Active cases will move towards the goal of 100% correctness on the SNAP amount each household is receiving.
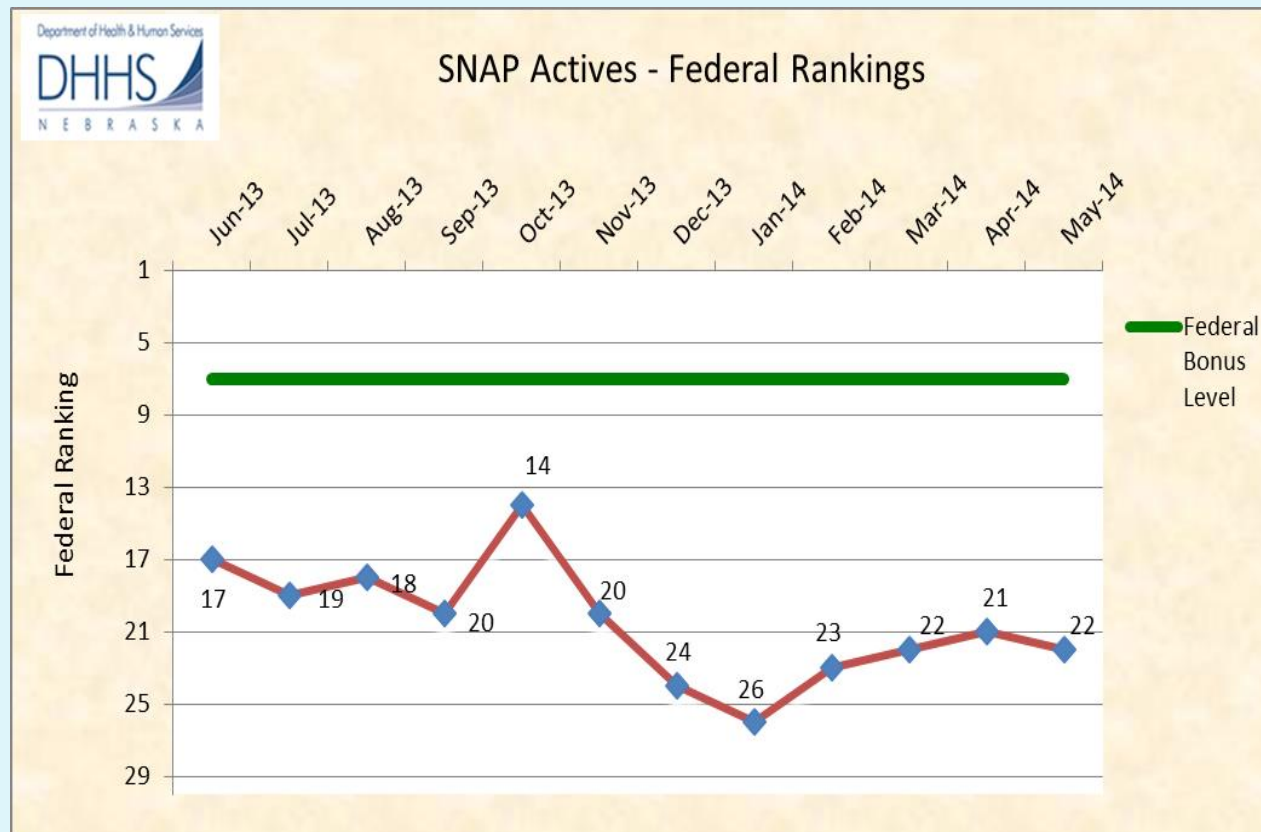
The above chart: Is measured in dollars for the percentage errors and is showing a comparison of Active Error rankings for 6/2013 to 5/2014.

Updated: 11/2014.

Active Errors
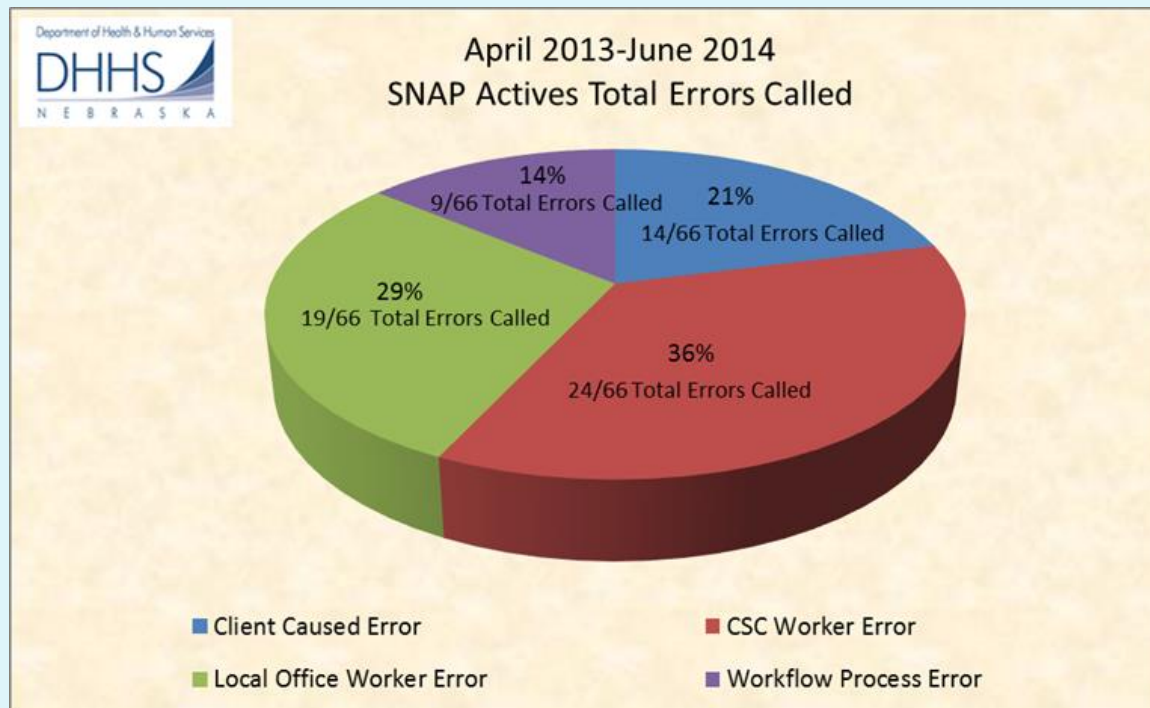
CSC Most Frequently Cited Errors
Earned Income not updated/budgeted incorrectly – 7
Unearned Income not updated/budgeted incorrectly – 6
Household Composition Incorrect – 6

Local Office Most Frequently Cited Errors
Earned Income not updated/budgeted incorrectly – 7
Unearned Income not updated/budgeted incorrectly – 5
Shelter/Utility Expenses not updated/incorrect used in budgets - 3

The above chart and cited information: Represents where the Active Errors occurred and the top errors found.

CAPERS Findings

Strengths/Accomplishments:

Barriers:

Goal Statement: The accuracy of SNAP CAPERS cases will move towards the goal of 100% correctness on the processing status for which households are denied or terminated.
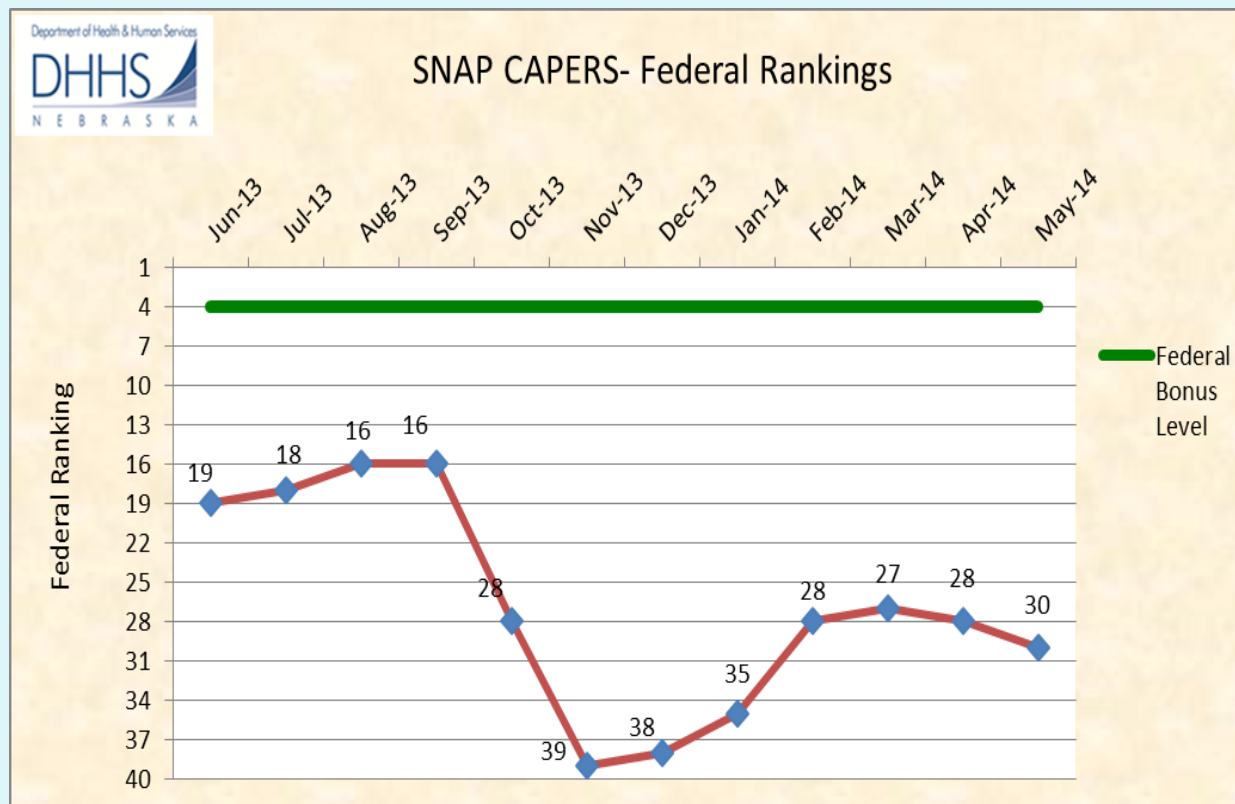
The above chart: Shows a comparison of CAPERS rankings for 6/2013 to 5/2014.

Updated: 10/2014.

CAPERS

April 2013-June 2014
SNAP CAPERS Total Errors Called

- 23% 31/136 Total Errors Called
- 31% 43/136 Total Errors Called
- 46% 62/136 Total Errors Called

■ CSC Worker Error ■ Local Office Worker Error ■ Workflow Process Error
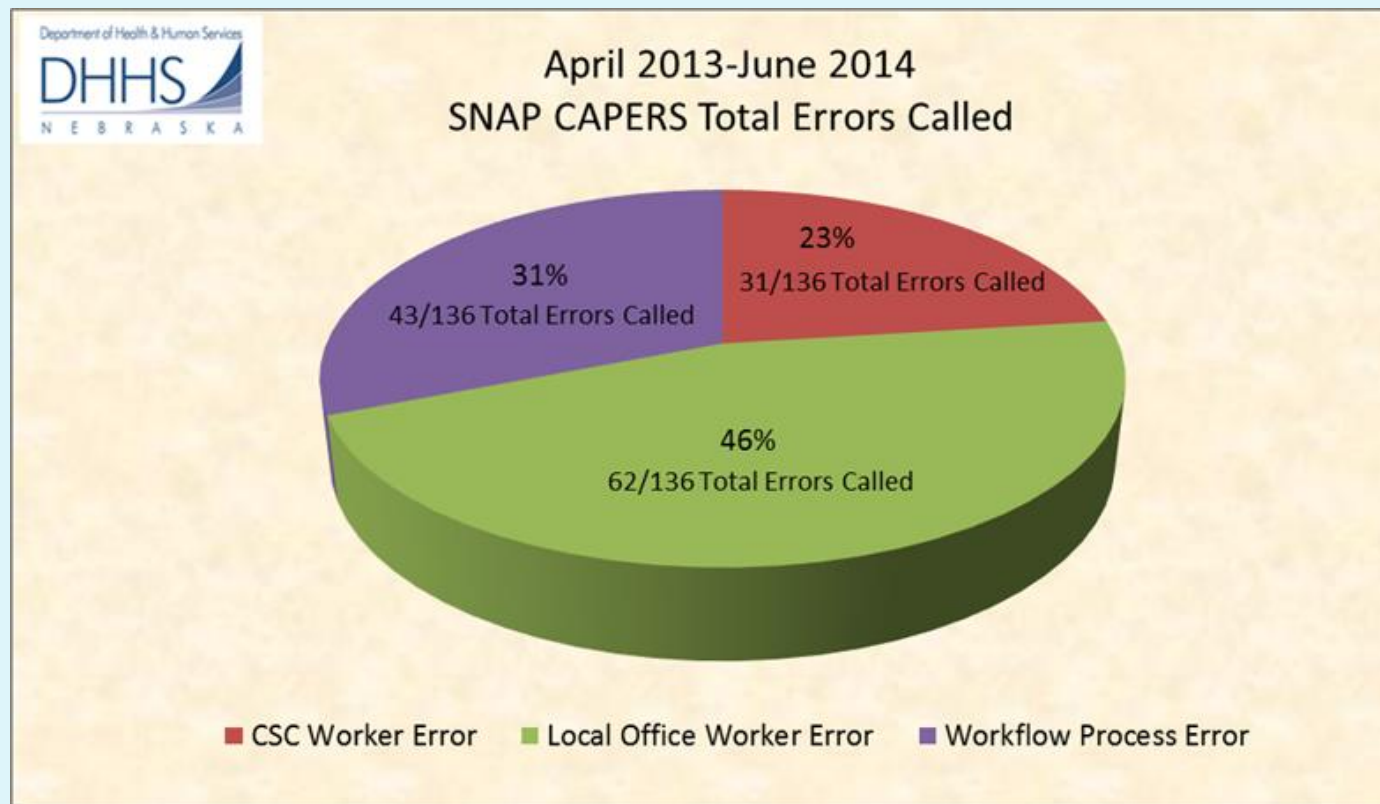
Local Office Most Frequently Cited Errors
Case denied untimely for failure to provide after day 30– 17
Incorrect denial - agency delay interview scheduled untimely– 13
Incorrect denial due before day 30, missed interview/incorrect address used– 4

The above chart and cited information: Represents where the CAPERS occurred and the top errors found.

CHAPTER 3: STATE REPORTING

Outcome Statement: Children and Family Services Economic Assistance Constituents will receive services in a timely manner and will be processed according to State and Federal Guidelines.

Goal Statement: Continually review completed cases, then measure and report CFS processing performance.

Total Applications Received
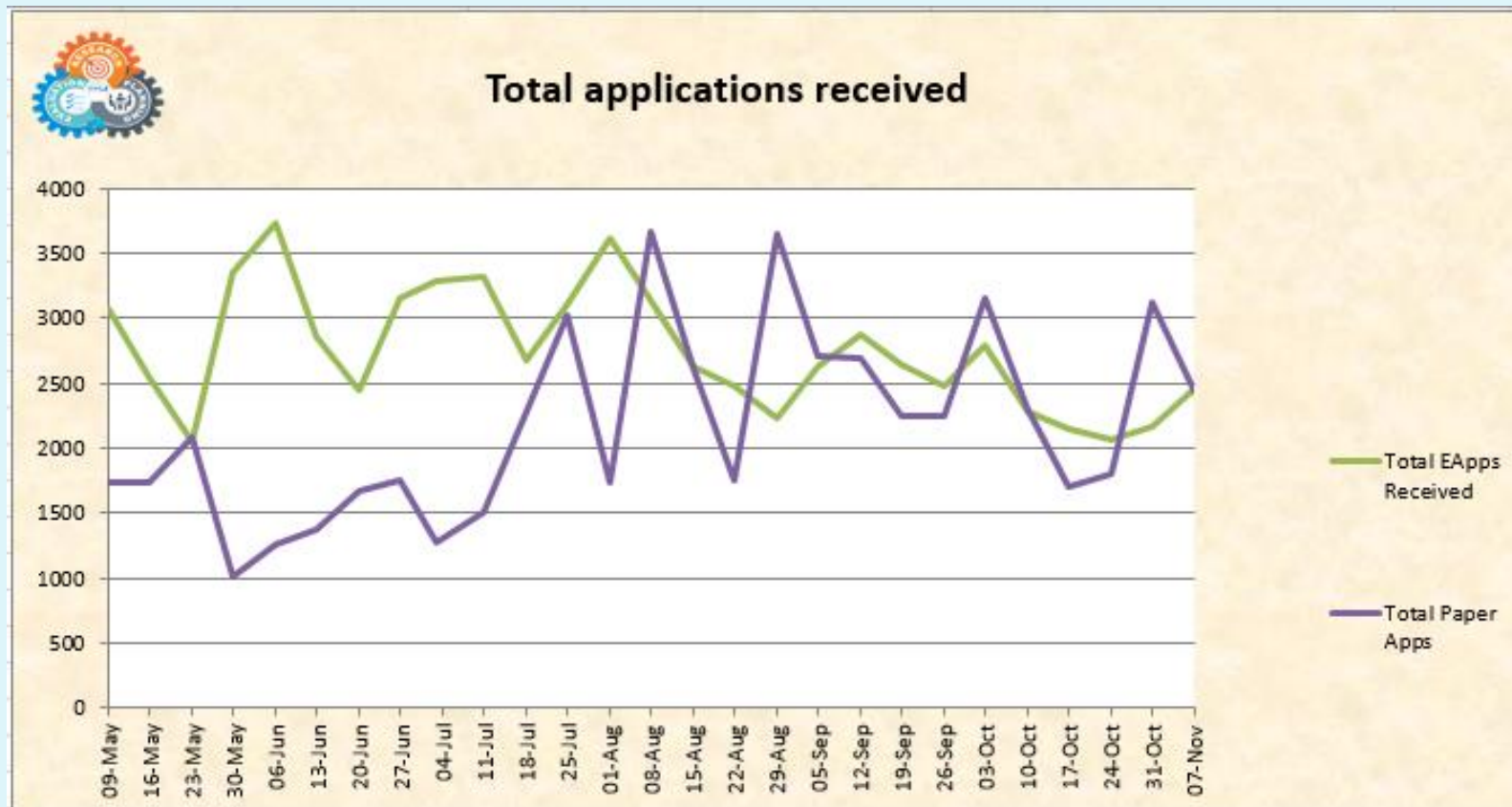
Electronic Applications to be Tied
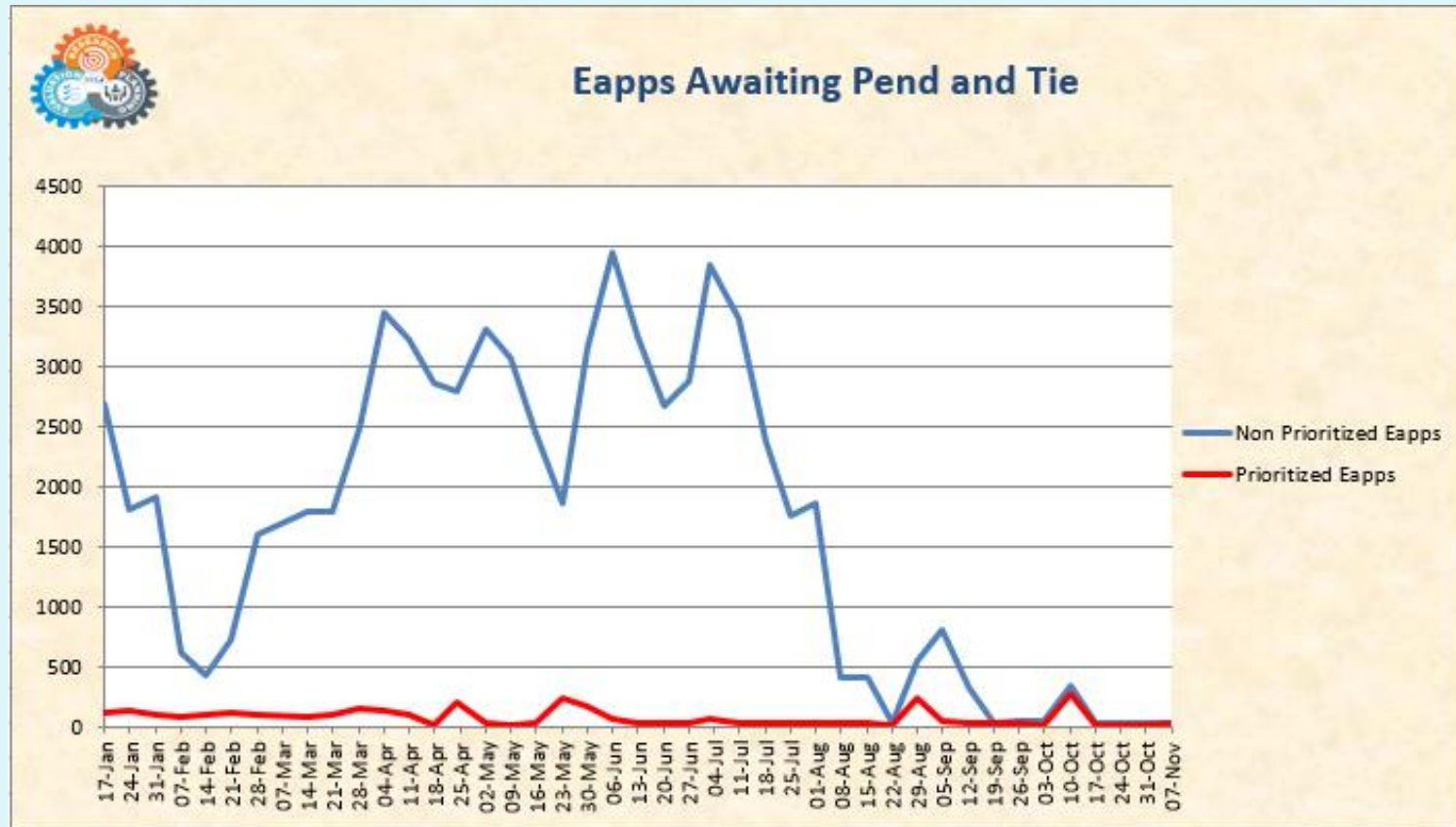
Total Work in Progress

Definition: Total Work in Progress is defined as the total number of Program Cases that are in Pending status plus the total number of applications that are in the app management queue.

Work in Progress by Programs

Definition: Work in Progress by Programs is defined as the total number of Programs that are in Pending status. Each program is represented as a line on the chart.
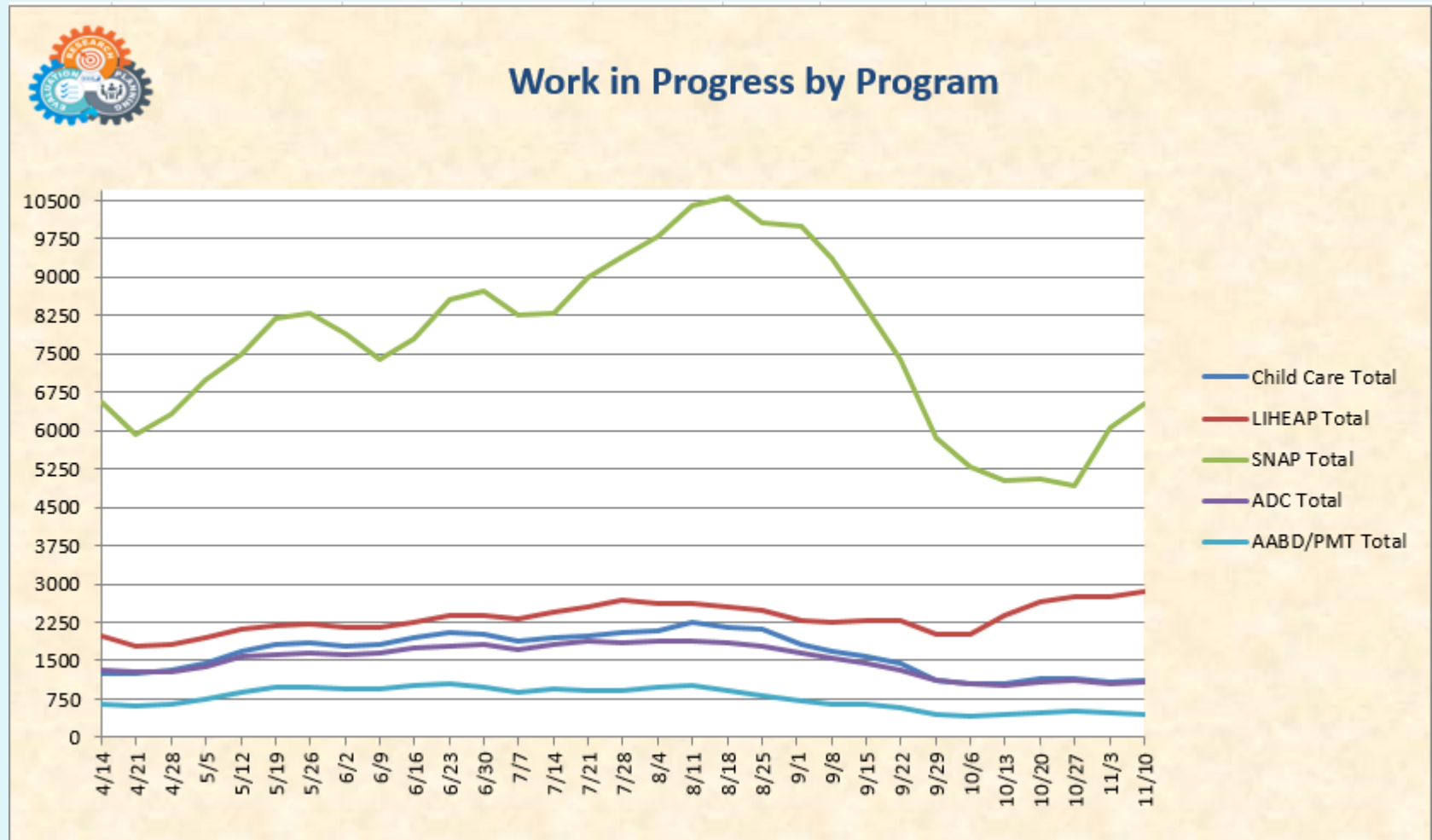
Backlog of Pending Program Cases over 30 days

Definition: Backlog of Pending Program Cases over 30 days is defined as the total number of Program Cases that are in Pending status over 30 days from their application received date. 30 days pending may not mean that the case is untimely depending on program. Each program is represented as a line on the chart.
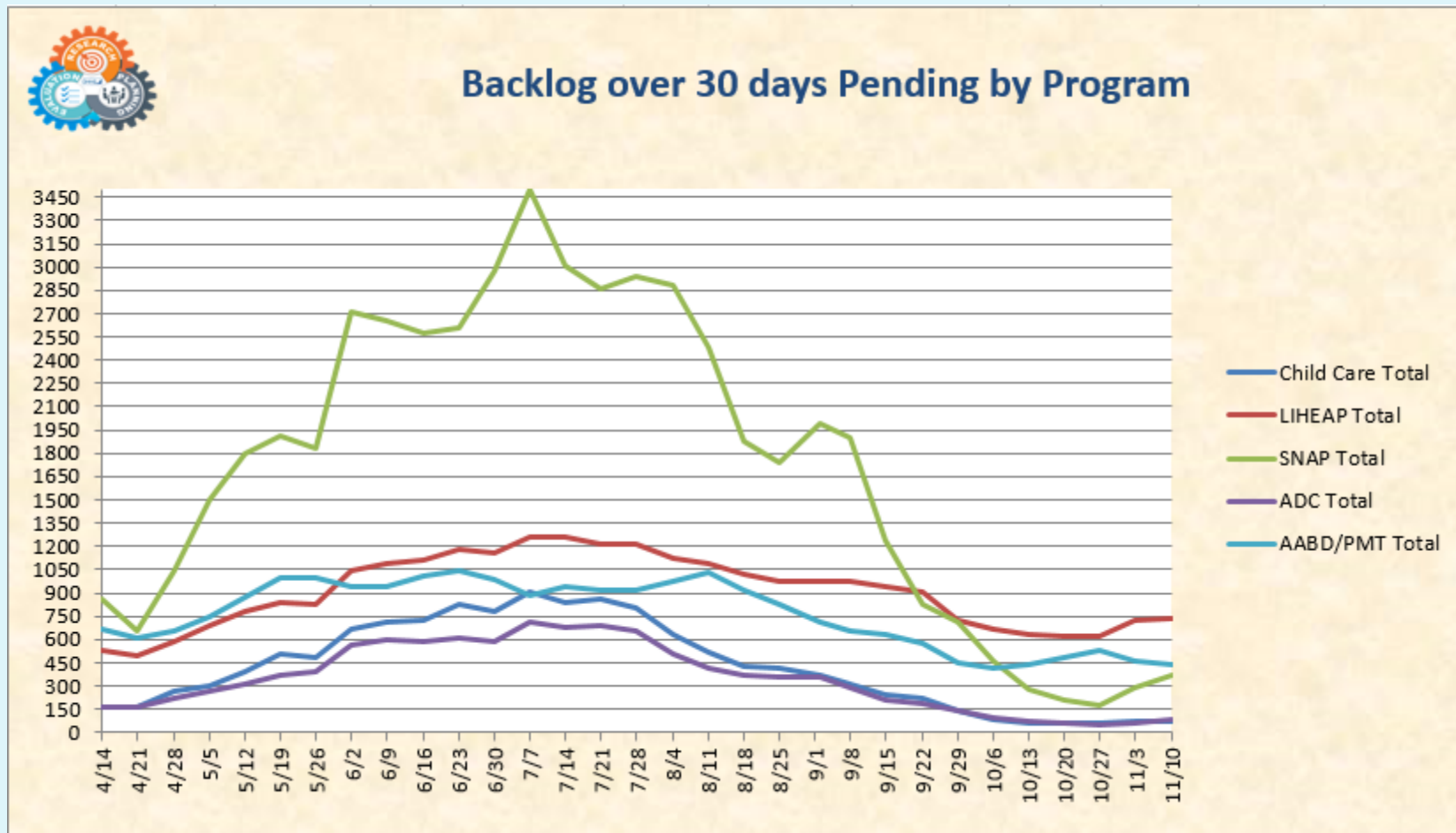
Backlog of Program Cases

Definition: Backlog of Expedited SNAP cases Pending more than 7 days is defined as the total number of SNAP Program cases that have been screened as Expedited and are in Pending status over 7 days from their application received date.
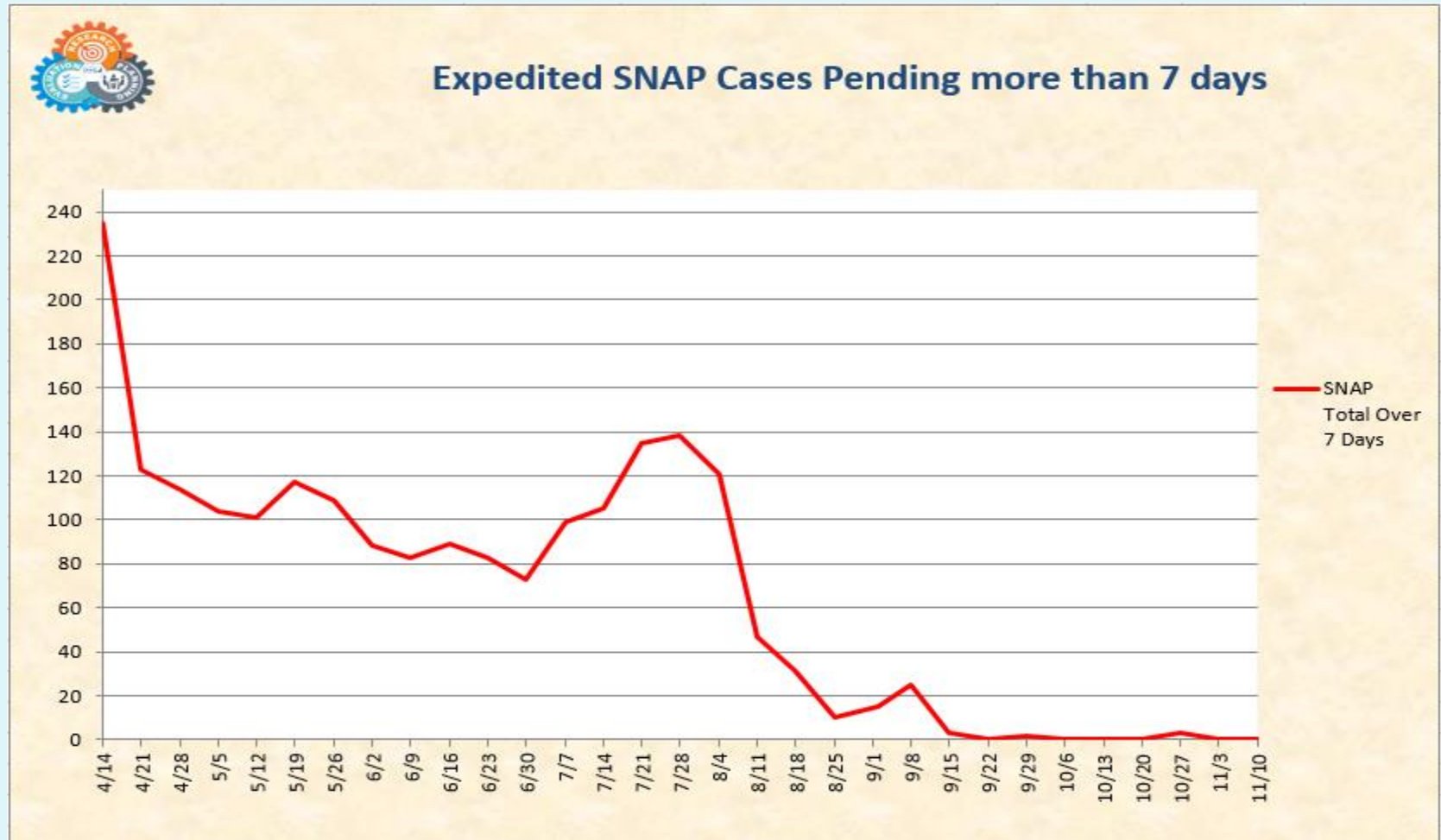
SNAP Timeliness Case Reads

SNAP Timeliness Case Reads Completed

Goal Statement: The SNAP program will move towards the goal of 96% accuracy on actions taken on all SNAP household cases.
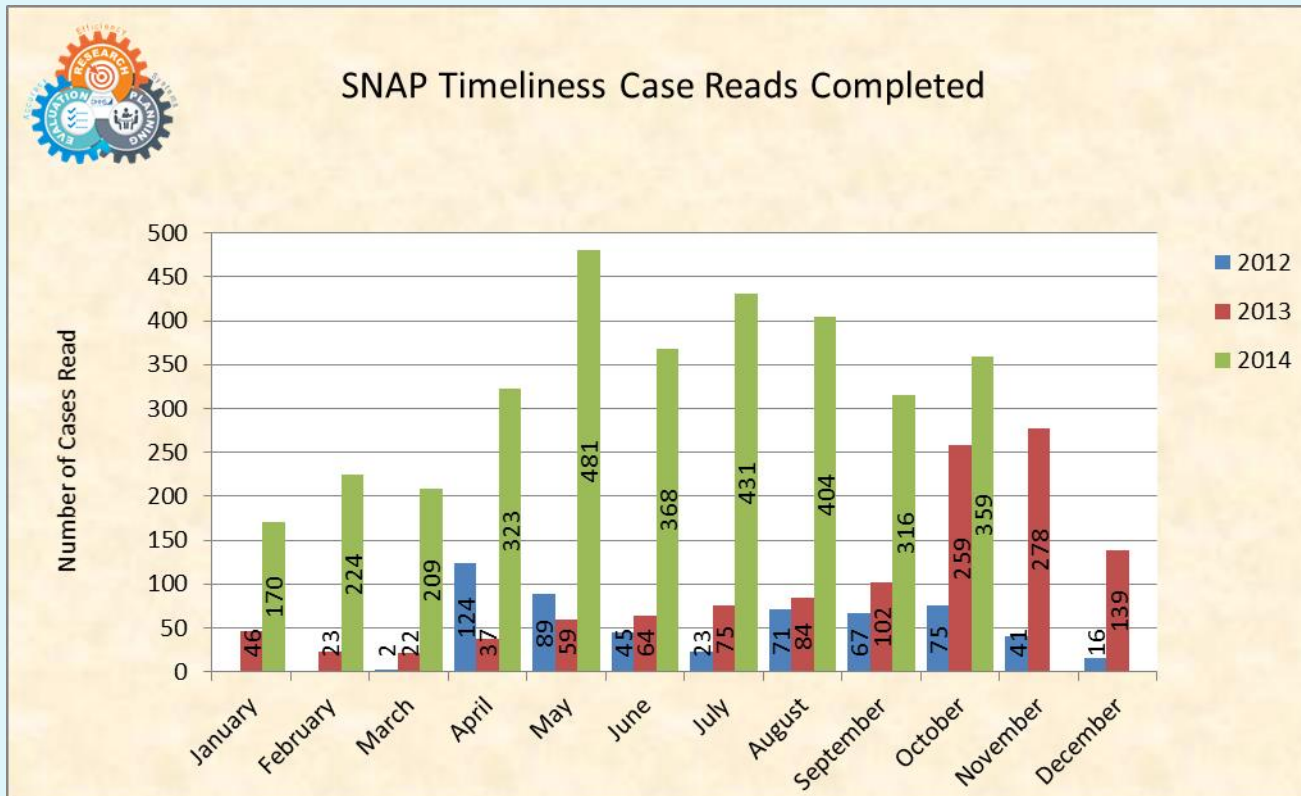
SNAP: Timeliness

Strengths/Accomplishments:

R.E.P. Released:
1. Postpone Verifications: 9/22/2014

SCR:
1. SCR 15527 for November will create a queue of pending cases that have not been assigned and then we will auto assign them.
2. SCR 10182 for November will allow clients to view VRs in real time.

Action Items:

Barriers:

SNAP Timeliness Percentage
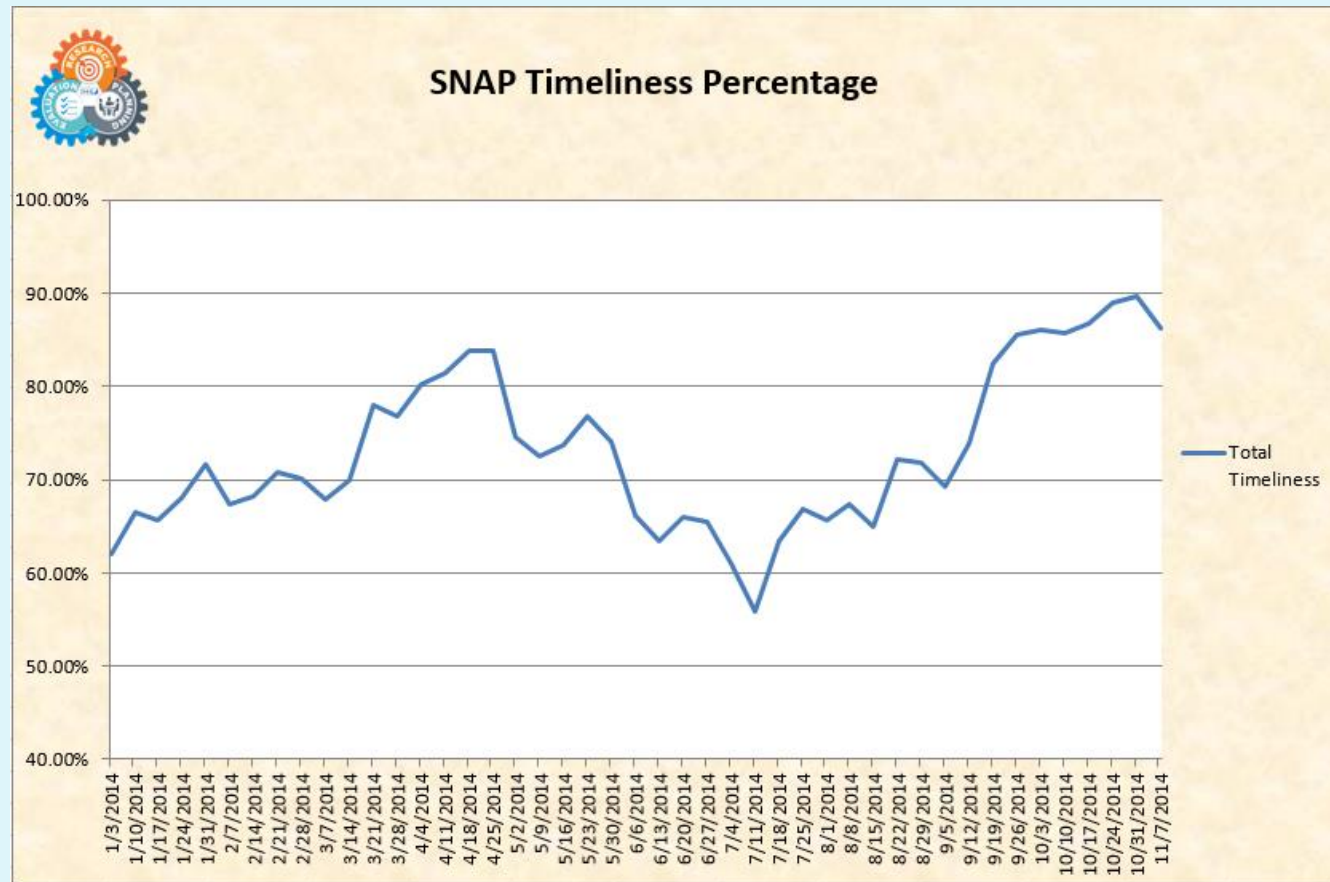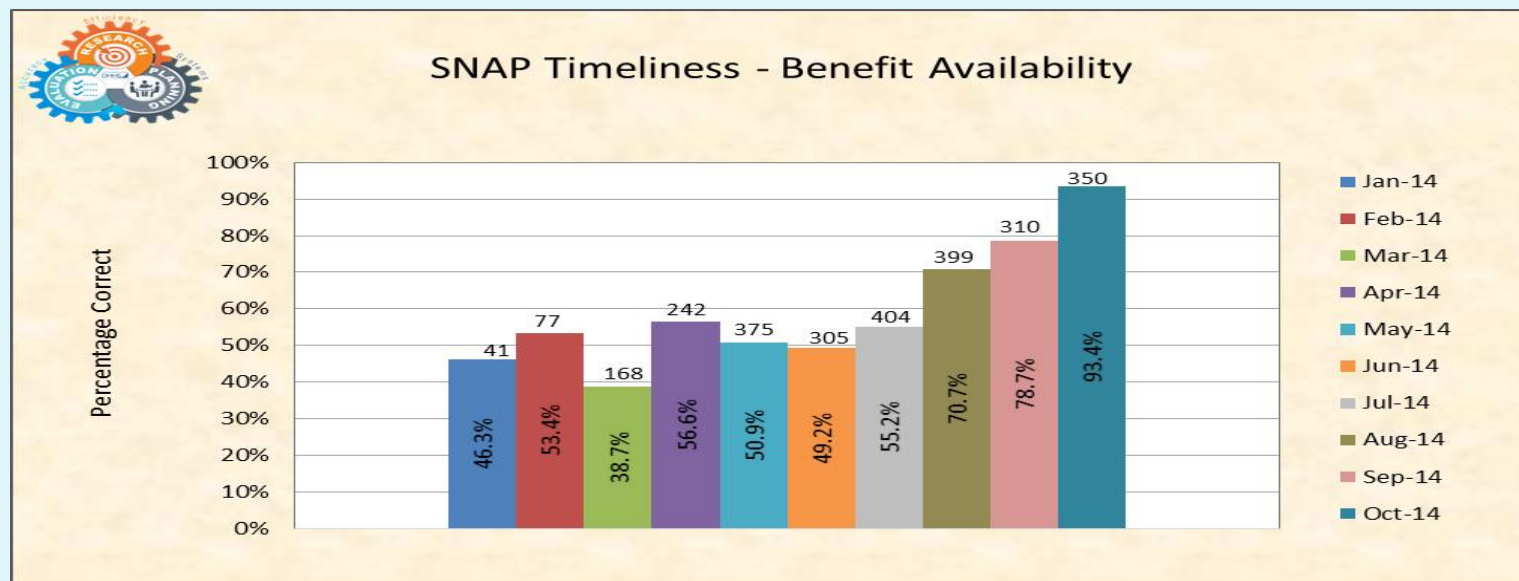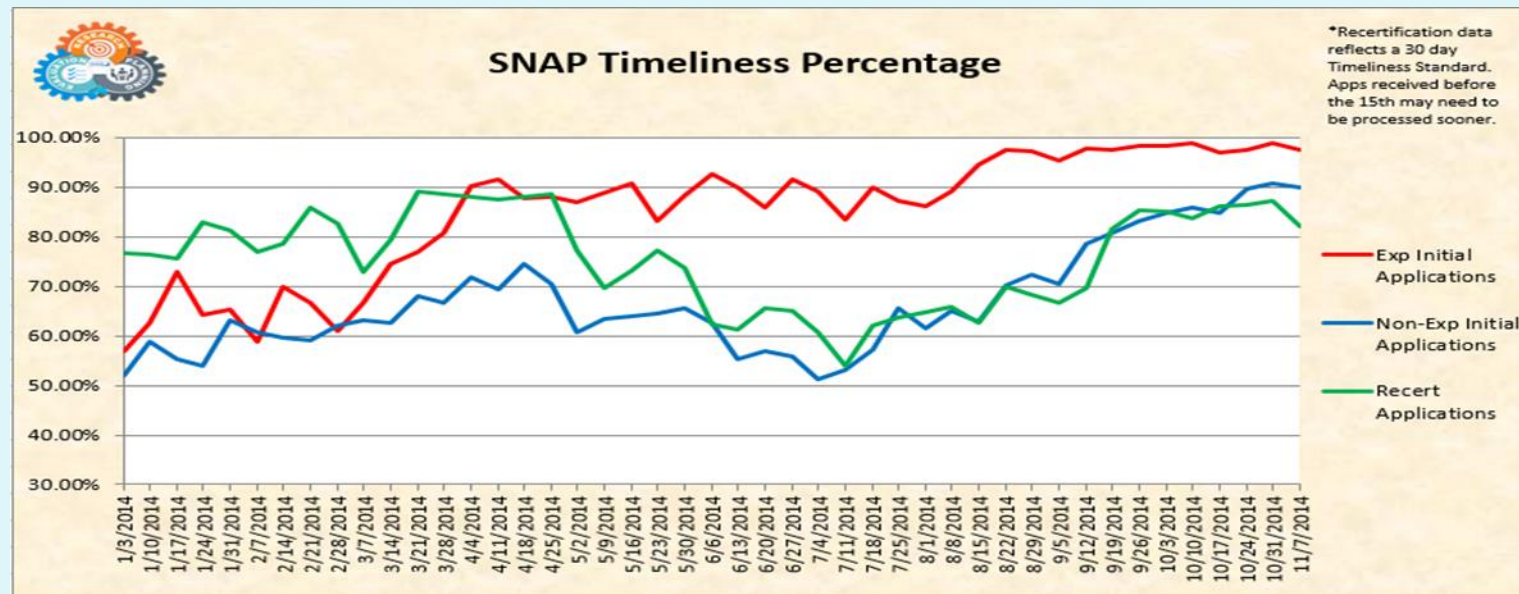
SNAP: Timeliness

SNAP: Timeliness

All Programs Reviewed

All Programs Reviewed

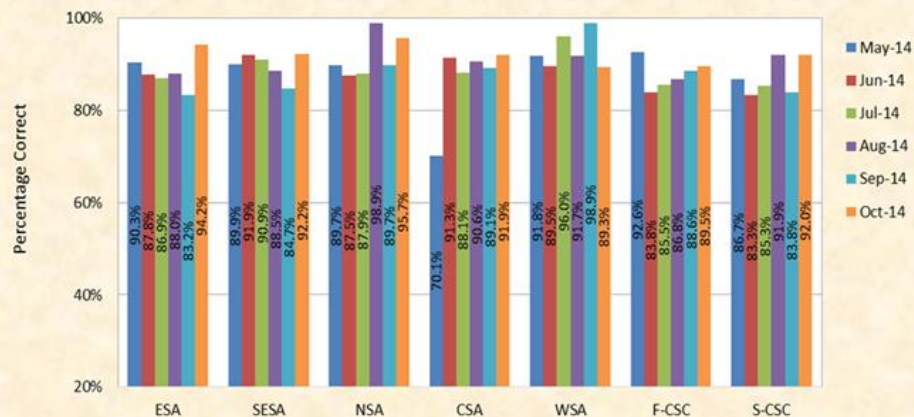# All Programs Reviewed

All Programs Reviewed

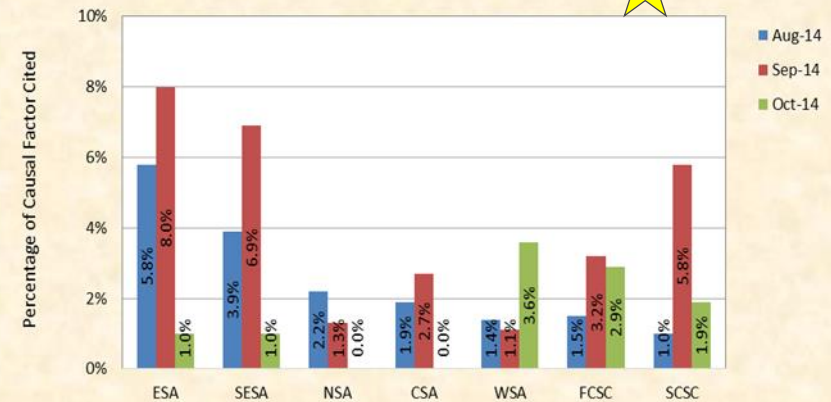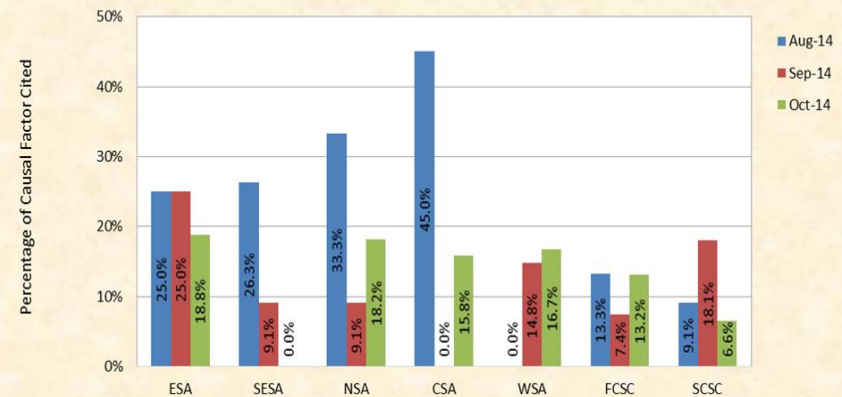Resource Element Errors - All Programs
Six Month Comparison Per Service Area/CSC
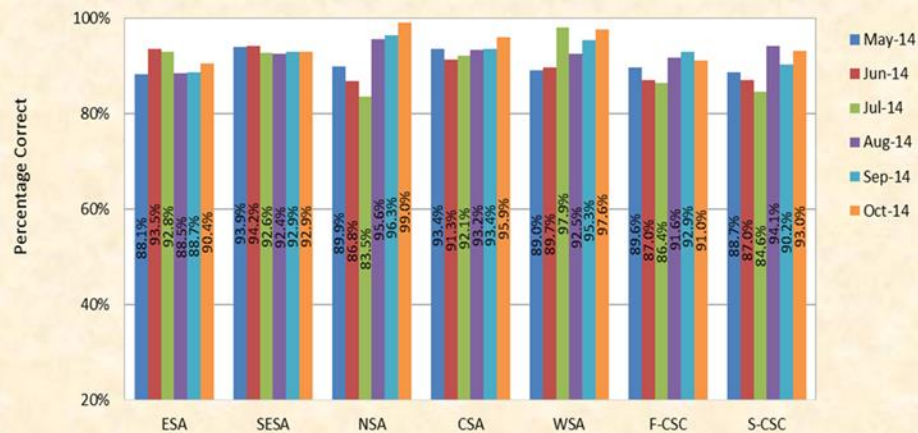
All Programs - Causal Factor Errors per Service Area/CSC
Budgets Not Updated with Resources

Procedure Element Errors - All Programs
Six Month Comparison Per Service Area/CSC

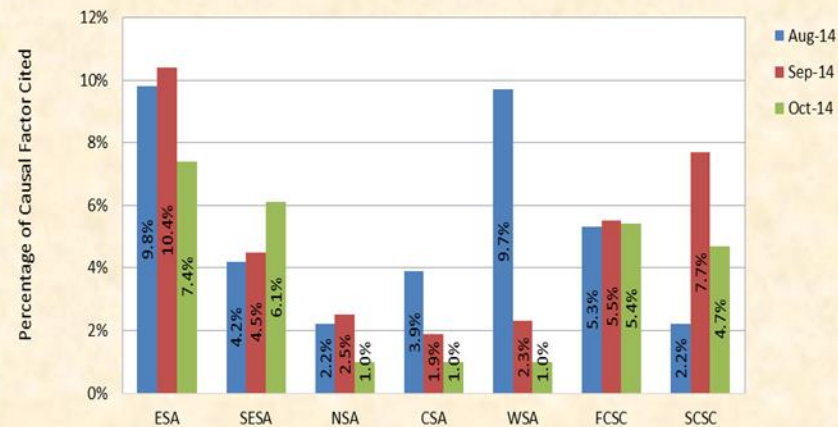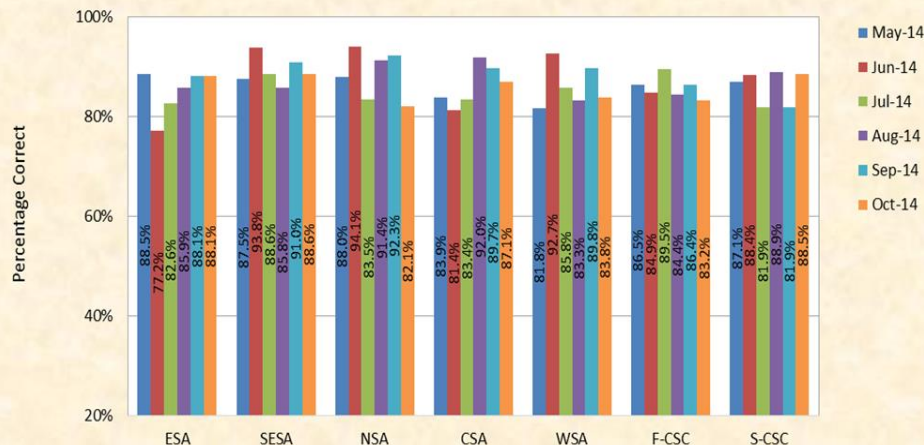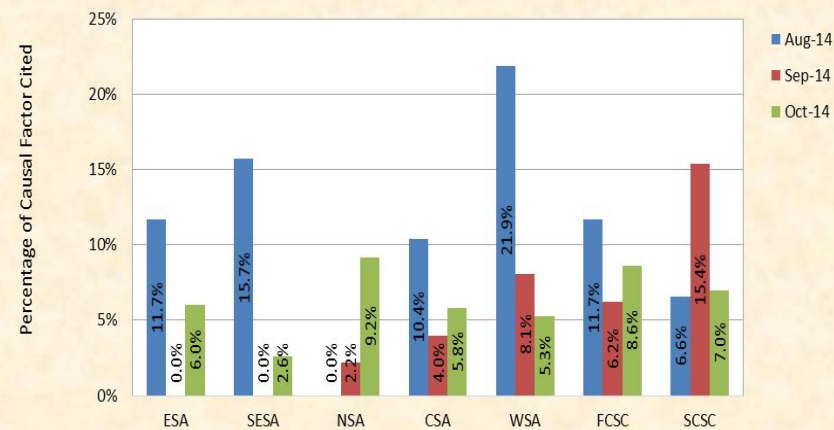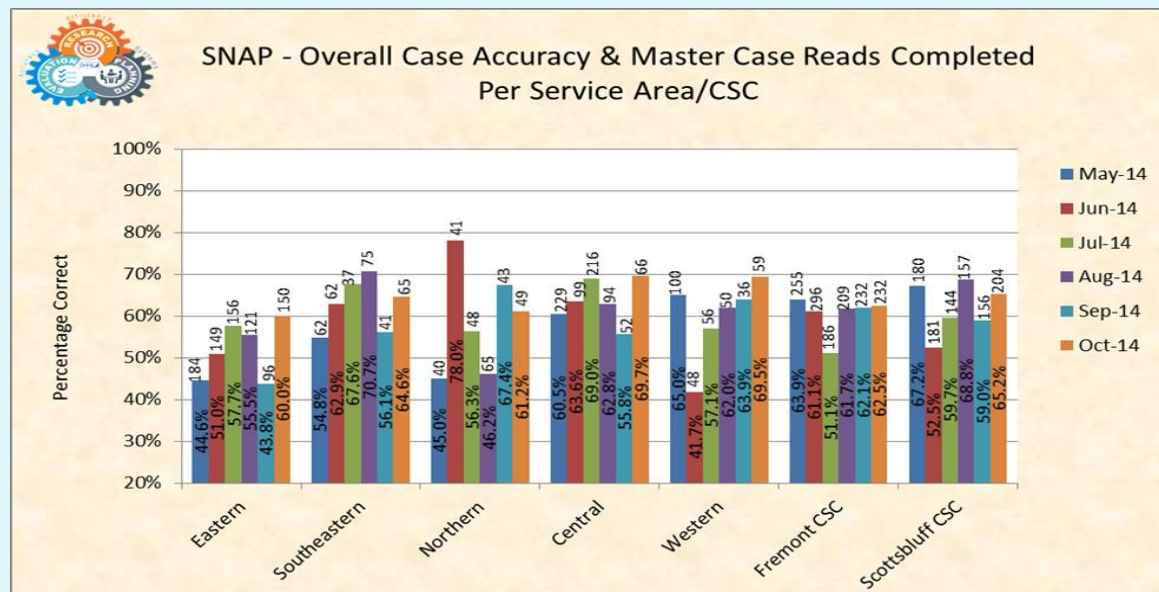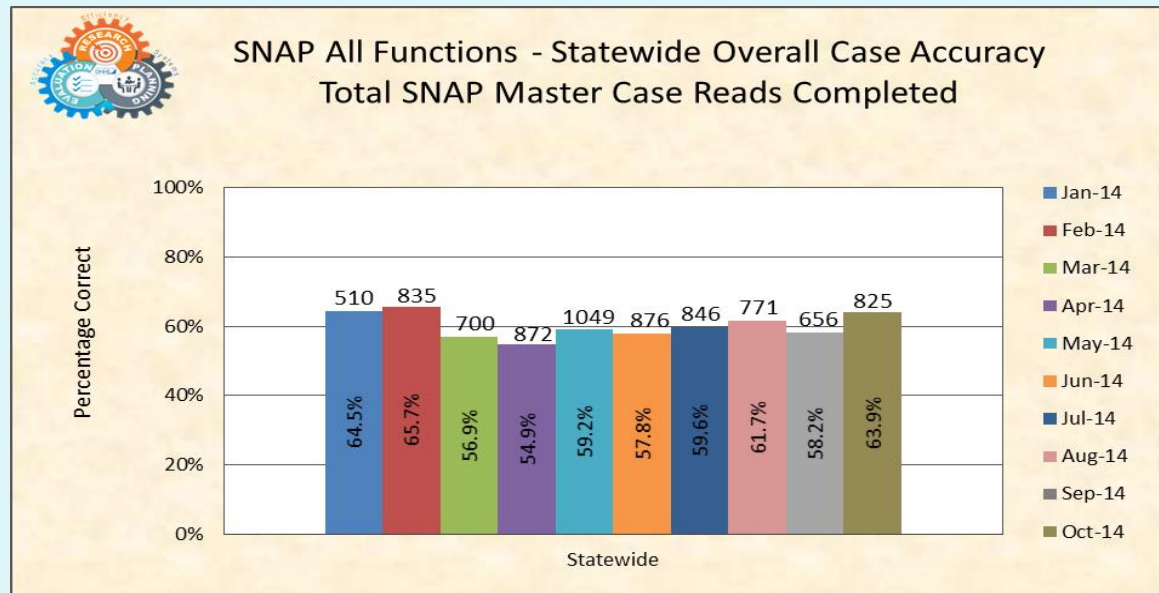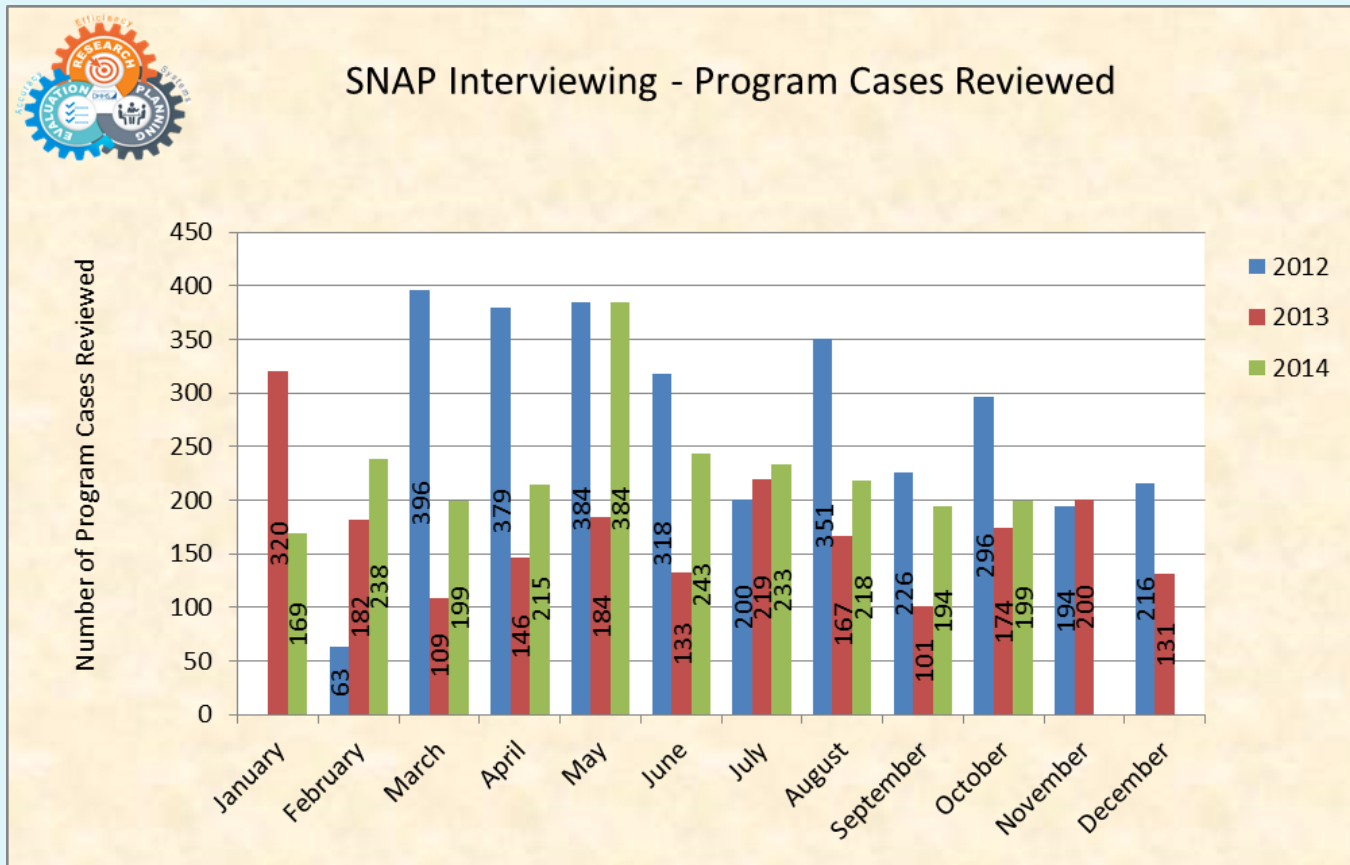All Programs - Causal Factor Errors per Service Area/CSC
Review Dates Not Updated/Updated Incorrectly

SNAP Accuracy

SNAP Interviewing Program Case Reads

SNAP: Interviewing

Strengths/Accomplishments:

R.E.P. Released:

1. Adding Programs to Review Applications: 11/3/2014

SCR:

1. SCR 13196 for November will automatically add the SUA expense after LIHEAP has been issued.
2. SCR 15666 for November the EA application will now require an account.
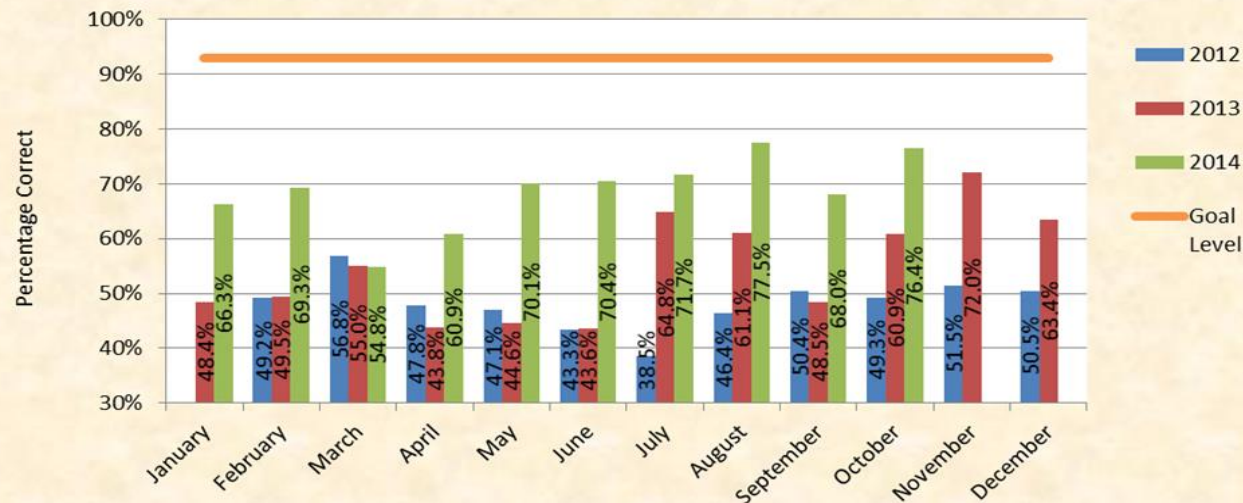3. SCR 15052 for November will enhance the Interview Tracking window.
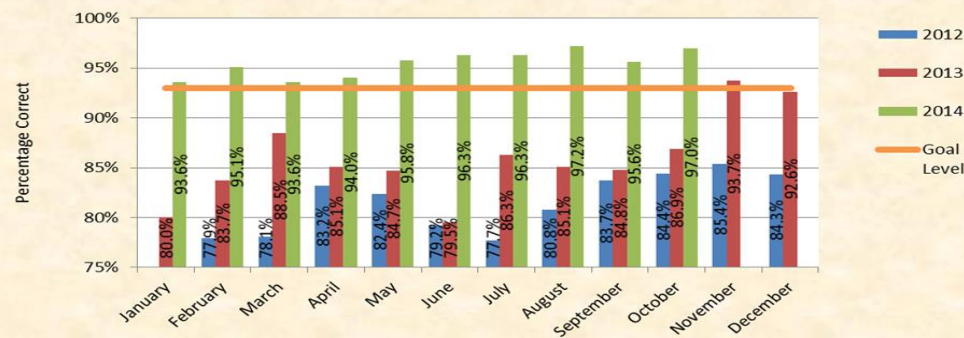
Action Items:

Barriers:

Goal Statement: The SNAP program will move towards the goal of 93% accuracy on actions taken on all SNAP household cases.
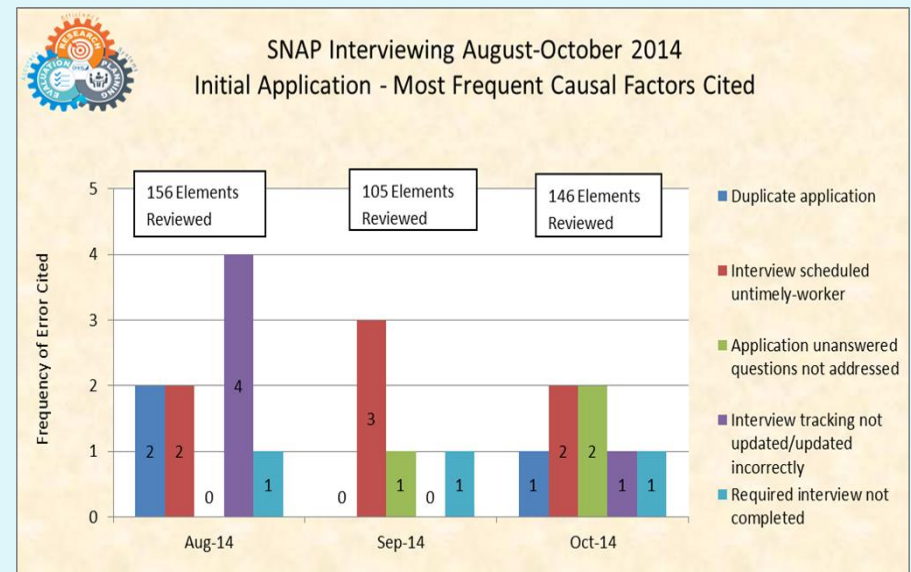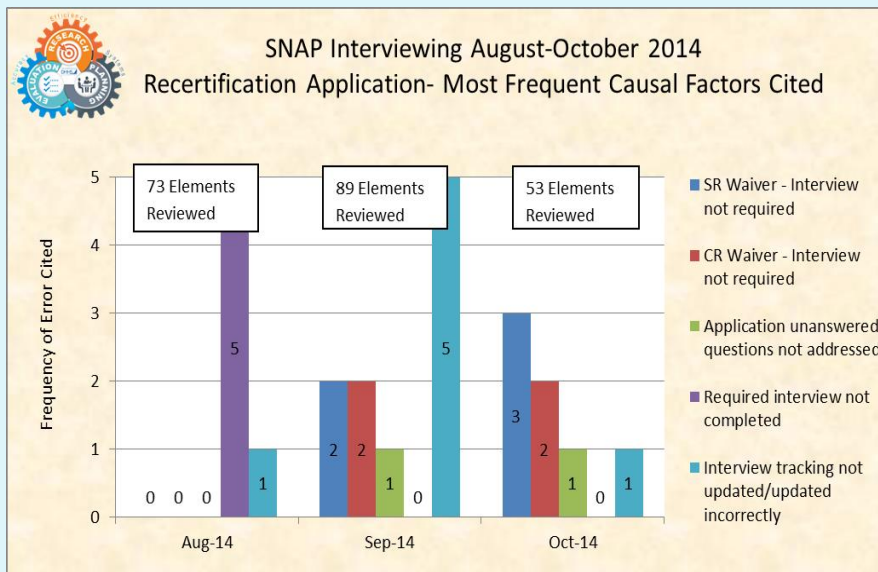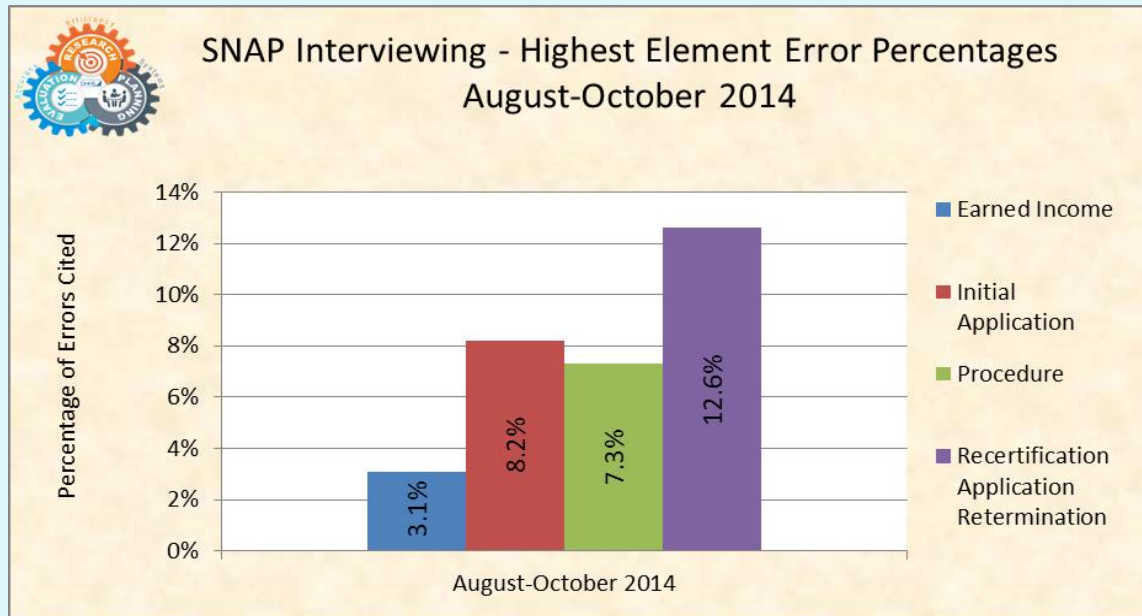

Internal Review - SNAP Interviewing
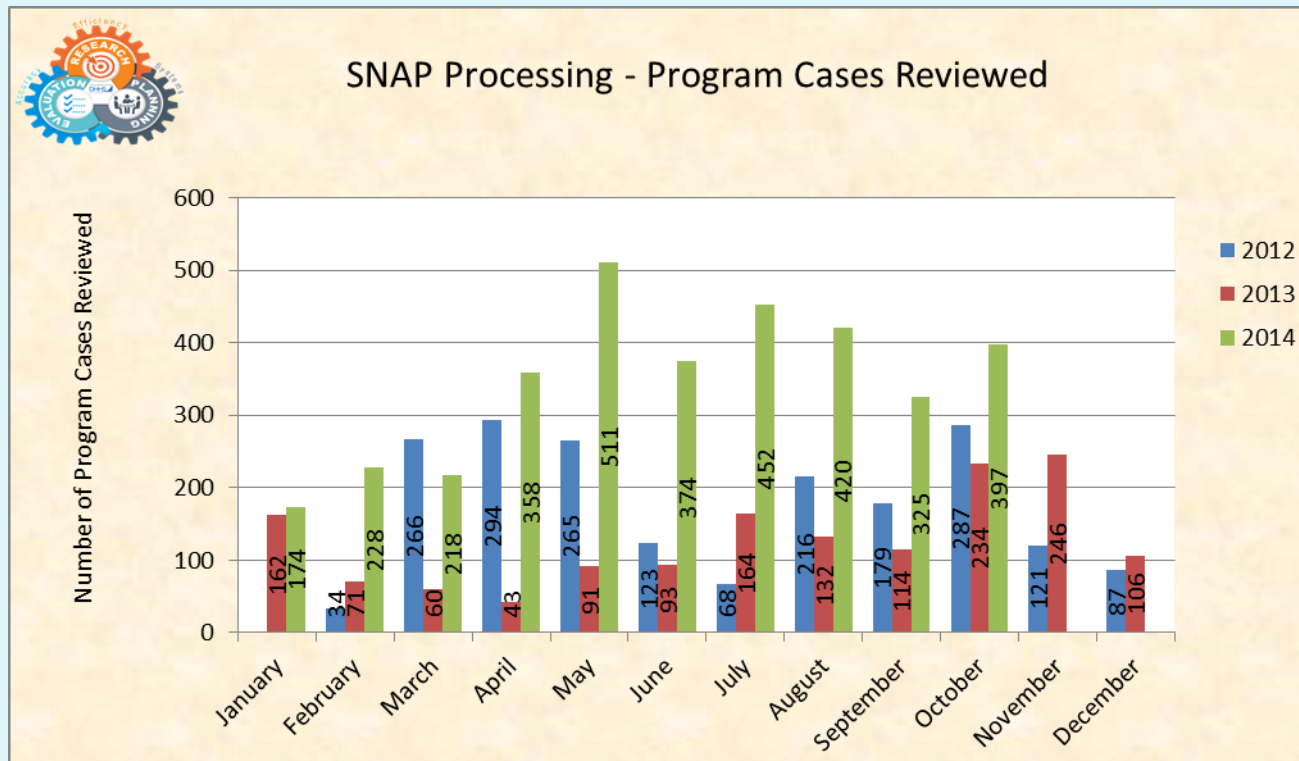Overall Case Accuracy Comparison

Internal Review - SNAP Interviewing
Overall Element Accuracy Comparison

SNAP: Interviewing

SNAP Processing Program Case Reads

SNAP Processing - Program Cases Reviewed

SNAP: Processing

Strengths/Accomplishments:

R.E.P. Released:
1. Adding Programs to Review Applications: 11/3/2014

SCR:
1. SCR 5457 for November will allow workers to correct cert period corrections when no benefits are issued.
2. SCR 13196 for November will automatically add the SUA expense after LIHEAP has been issued.
3. SCR 15792 for November will require viewing the budget summary before a budget can be authorized.
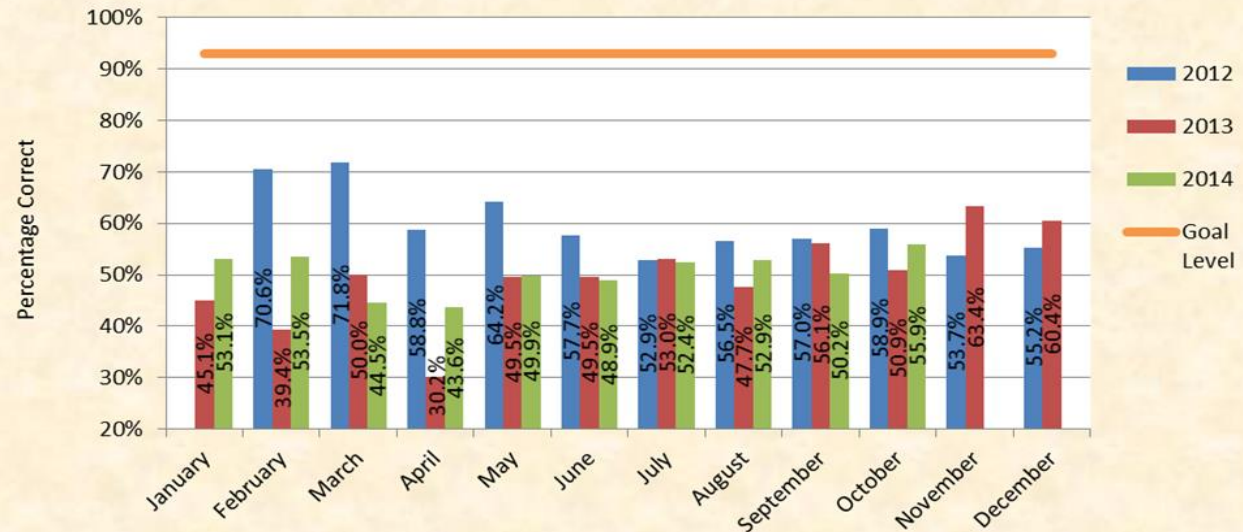4. SCR 8099 for November will end FTC sanctions when PA cases close.

Action Items:

Barriers:

Goal Statement: The SNAP program will move towards the goal of 93% accuracy on actions taken on all SNAP household cases.

Internal Review - SNAP Procecssing
Overall Case Accuracy Comparison

Internal Review - SNAP Processing
Overall Element Accuracy Comparison

SNAP: Processing

SNAP Change Management Program Case Reads

SNAP Change Management - Program Cases Reviewed

SNAP: Change Management

Strengths/Accomplishments:

SCR:

1. SCR 15789 for November will allow the AN website to support Google Chrome.
2. SCR 15878 for November will allow budgeting of SNAP cases for ineligible ARP.
3. SCR 15275 for November will add a closure reason of Food Distribution Program on Indian Reservations Disqualification.
4. SCR 1548 for November will assign a new PINs when cases is reopened if PIN has not been used.
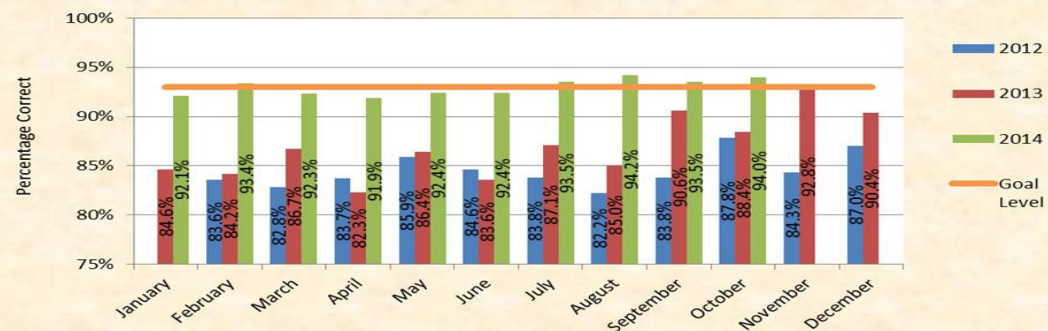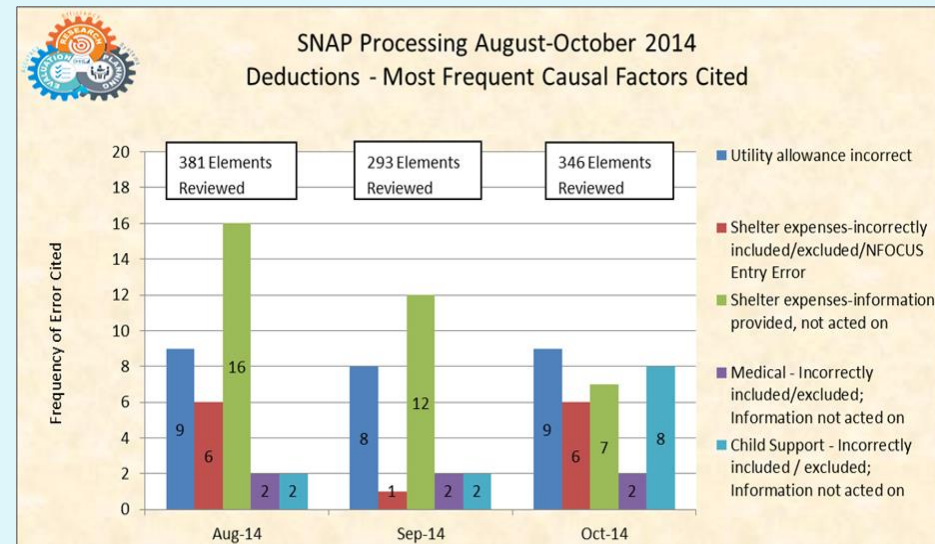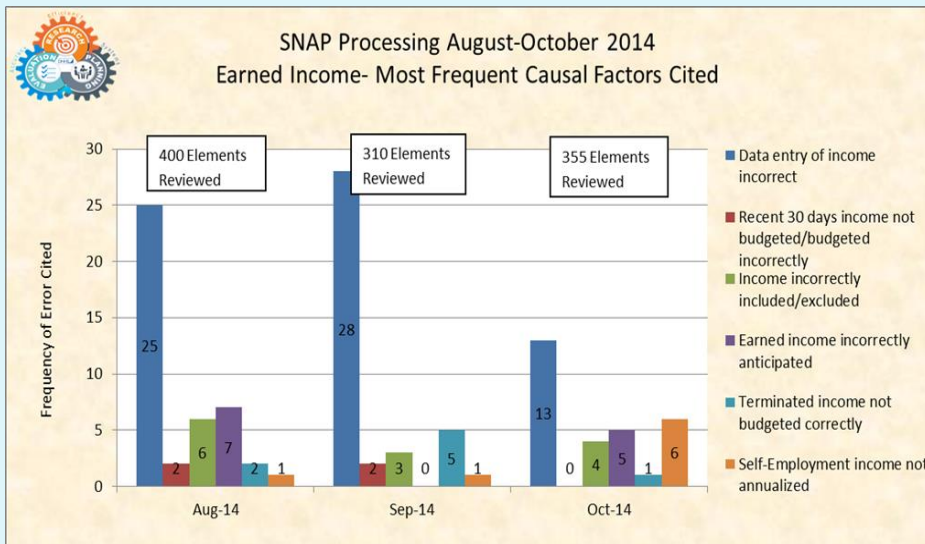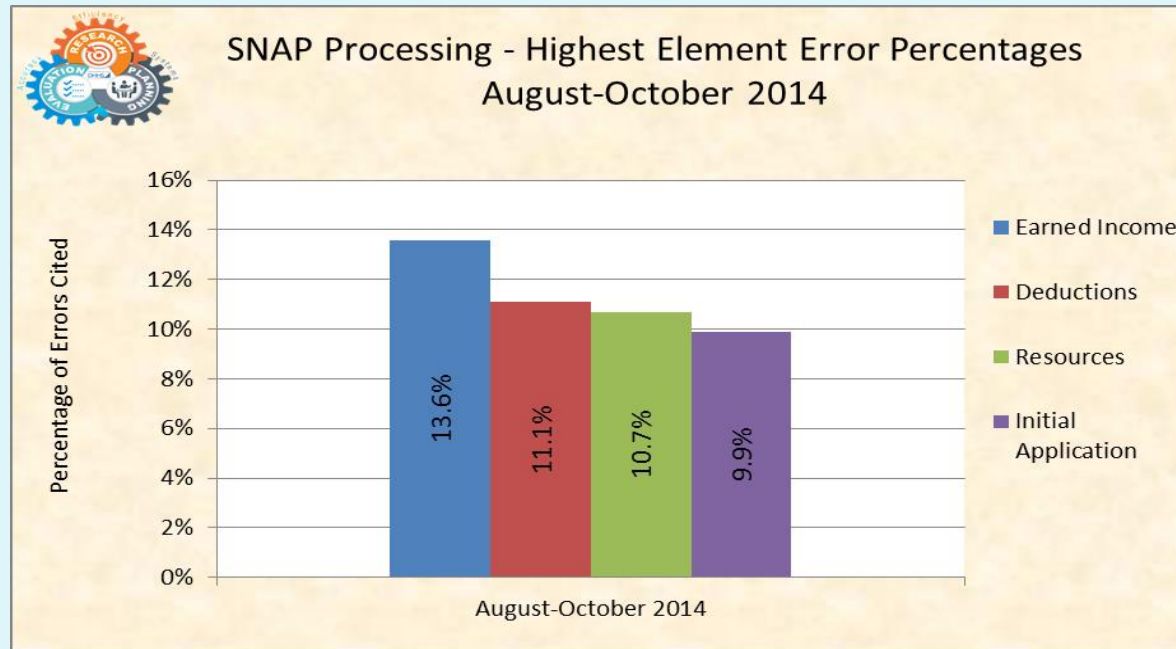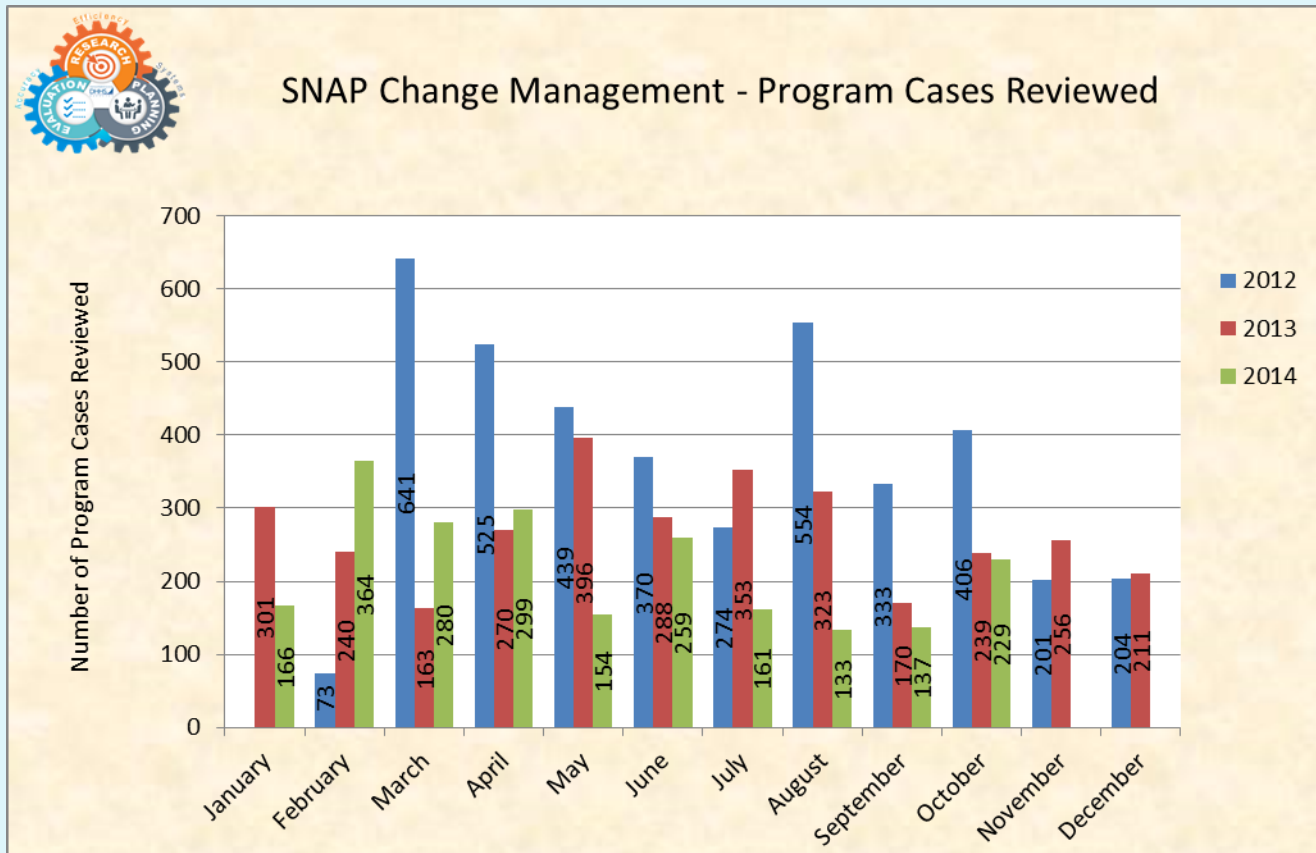
Action Items:

Barriers:

Goal Statement: The SNAP program will move towards the goal of 93% accuracy on actions taken on all SNAP household cases.

Internal Review - SNAP Change Management
Overall Case Accuracy Comparison
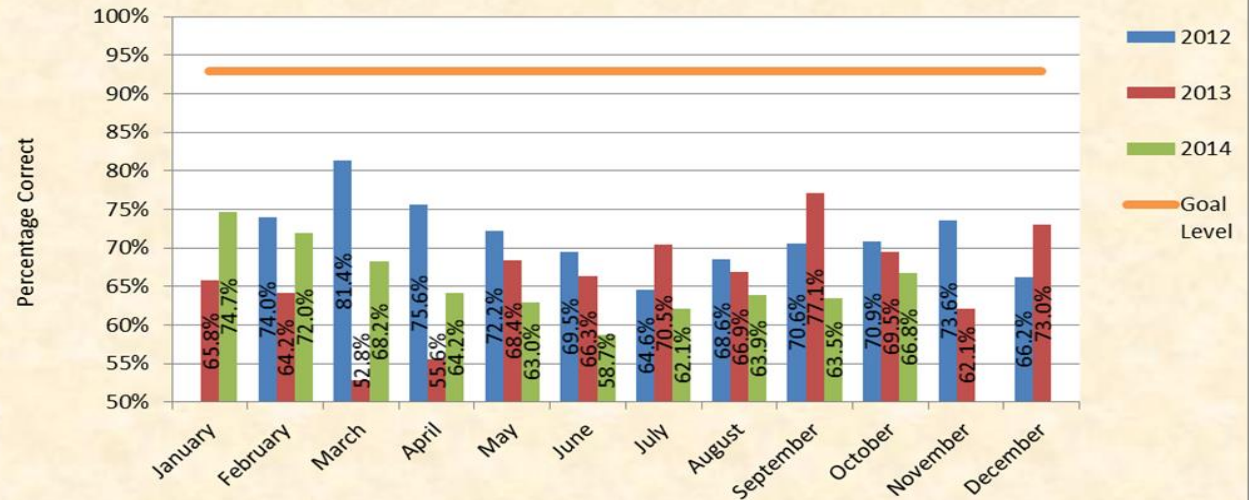
Internal Review - SNAP Change Management
Overall Element Accuracy Comparison

SNAP: Change Management
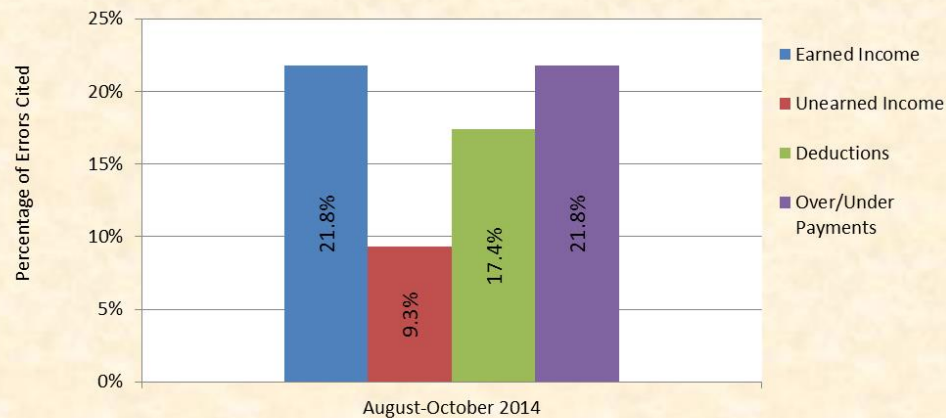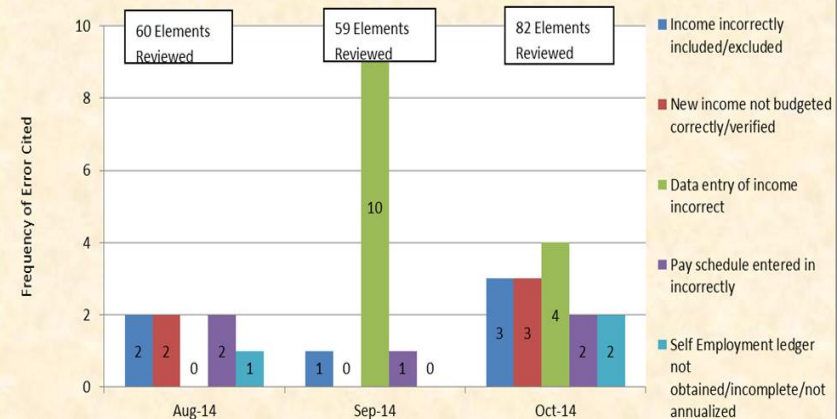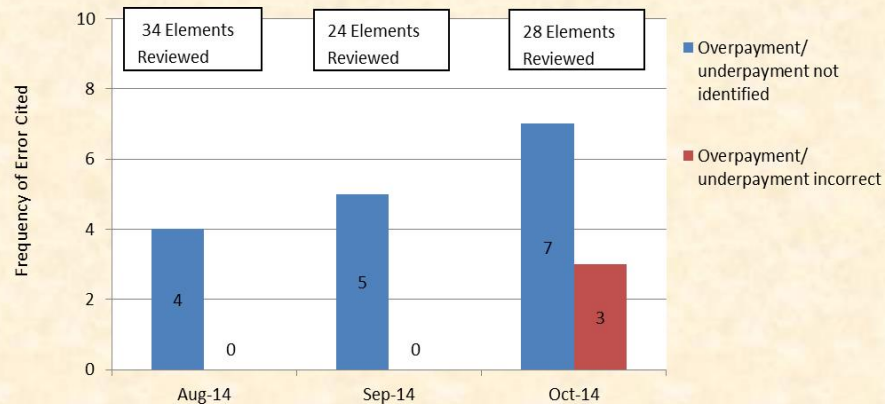
SNAP Success Story

Processing

1. Initial Application Element: Removed Causal – Standard 28 day timeframe not met, last error cited 7/2014

SNAP: Steps to Improvement

Timeliness:

- Clarification on denials of applications when interviews were scheduled late: Teri Chasten.

Interviewing:

✓ Application month income tip and update to EIV: Teri Chasten

✓ Turning off SNAP Expedited indicator switch: Brian Svoboda

Processing:

- One time report on cases that are in the wrong Category: Brian Svoboda (criteria for categories is needed to create report)

Processing:

- Training/Tip for follow-up questions to be asked during the interview: Hillary Harm and Dawn Peatrowsky

✓ Indicates items have been completed

Child Care Accuracy

Child Care Interviewing Program Case Reads


Child Care Interviewing - Program Cases Reviewed

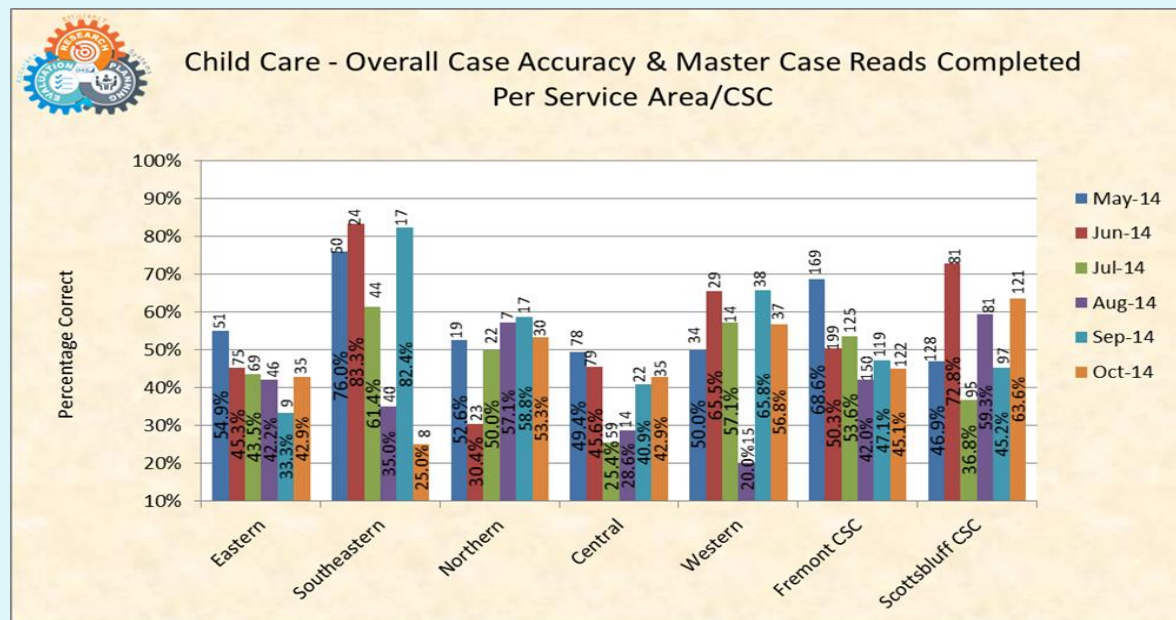**Goal Statement:** The Child Care program will move towards the goal of 95% accuracy on actions taken on all Child Care household cases.
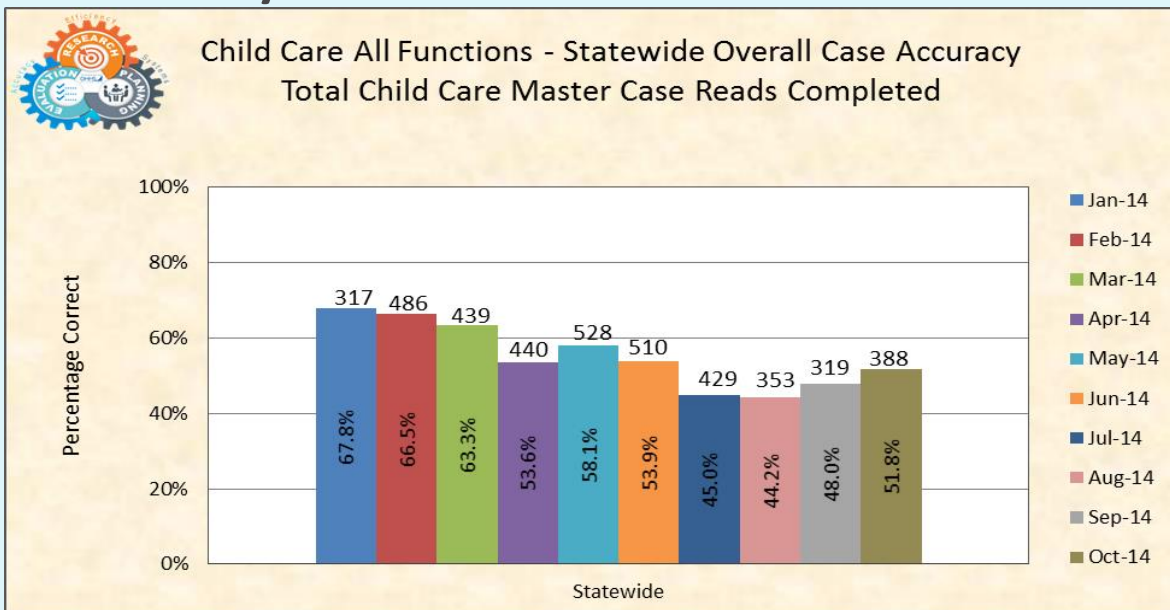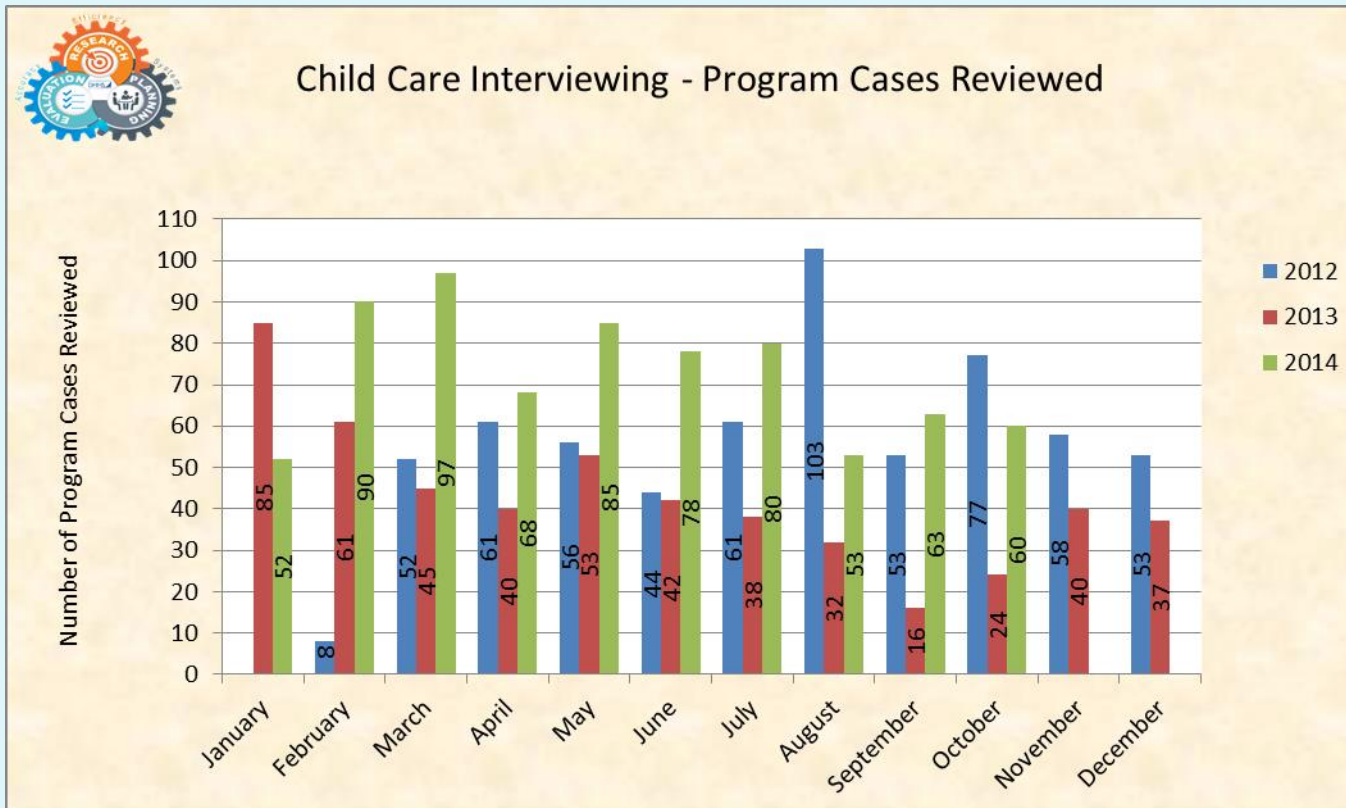
Child Care: Interviewing

Strengths/Accomplishments:

R.E.P. Released:

1. Adding Programs to Review Applications: 11/3/2014
2. Partial Pay: 11/10/14

Captivate Released:

1. Common CC Errors Lesson 22

SCR:

1. SCR 15052 for November will enhance the Interview Tracking window.

Action Items:

Barriers:

Internal Review - Child Care Interviewing
Overall Case Accuracy Comparison

Internal Review - Child Care Interviewing
Overall Element Accuracy Comparison

Child Care: Interviewing

Child Care Processing Program Case Reads

Child Care Processing - Program Cases Reviewed

Goal Statement: The Child Care program will move towards the goal of 95% accuracy on actions taken on all Child Care household cases.
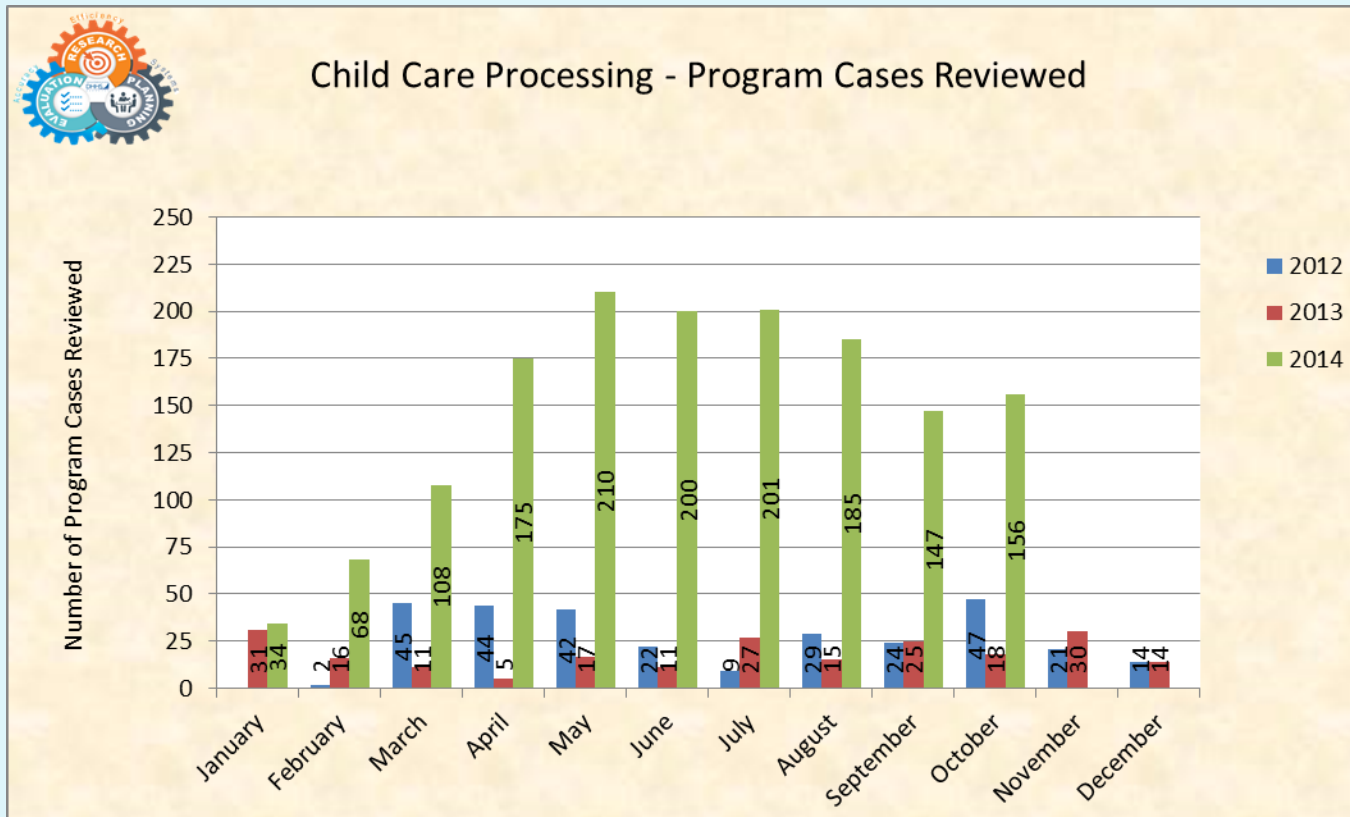
Child Care: Processing

Strengths/Accomplishments:

R.E.P. Released:
1. Adding Programs to Review Applications: 11/3/2014
2. Partial Pay Income: 11/10/2014

Captivate Released:
1. Common CC Errors Lesson 22

SCR:
1. SCR 15056 Verif request correspondence will be added to CBI.

Action Items:

Barriers:

Internal Review - Child Care Processing
Overall Case Accuracy Comparison

Internal Review - Child Care Processing
Overall Element Accuracy Comparison
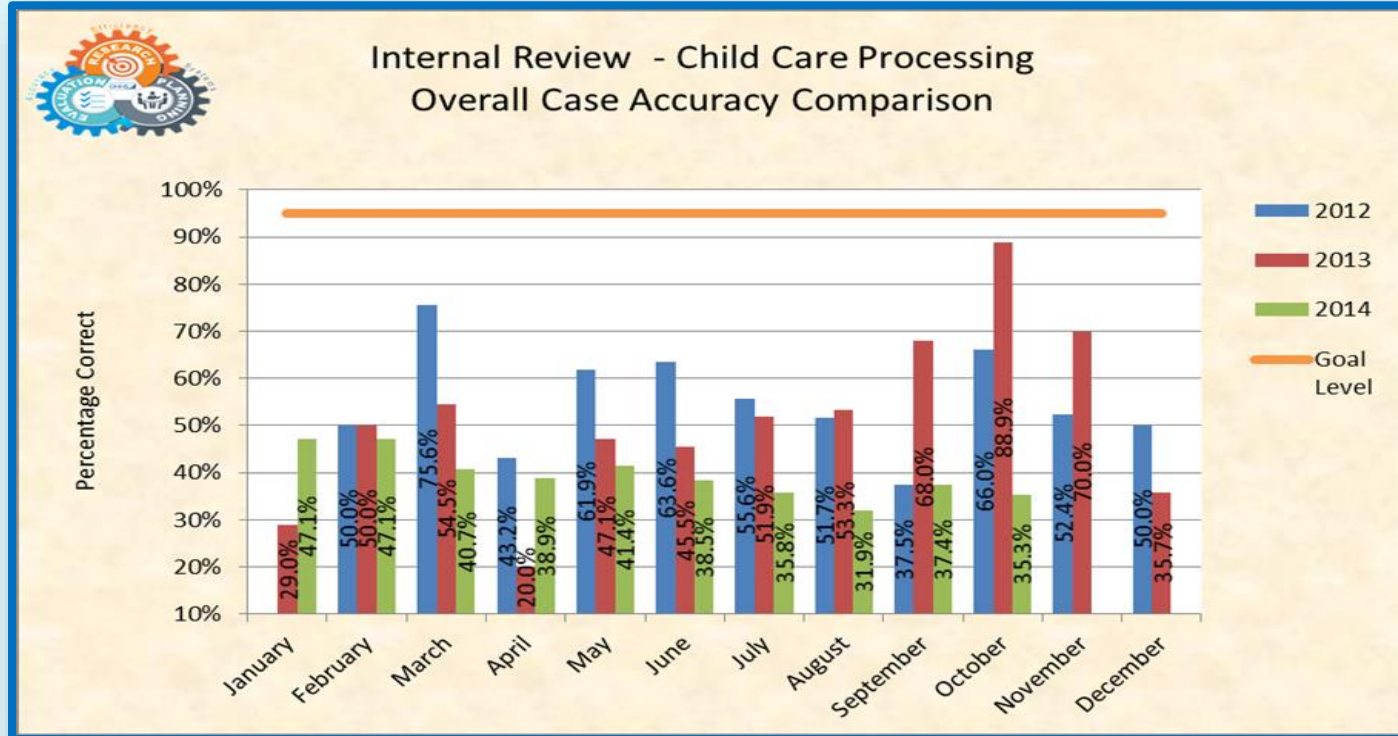
Child Care: Processing

Child Care Change Management Program Case Reads

Child Care Change Management - Program Cases Reviewed
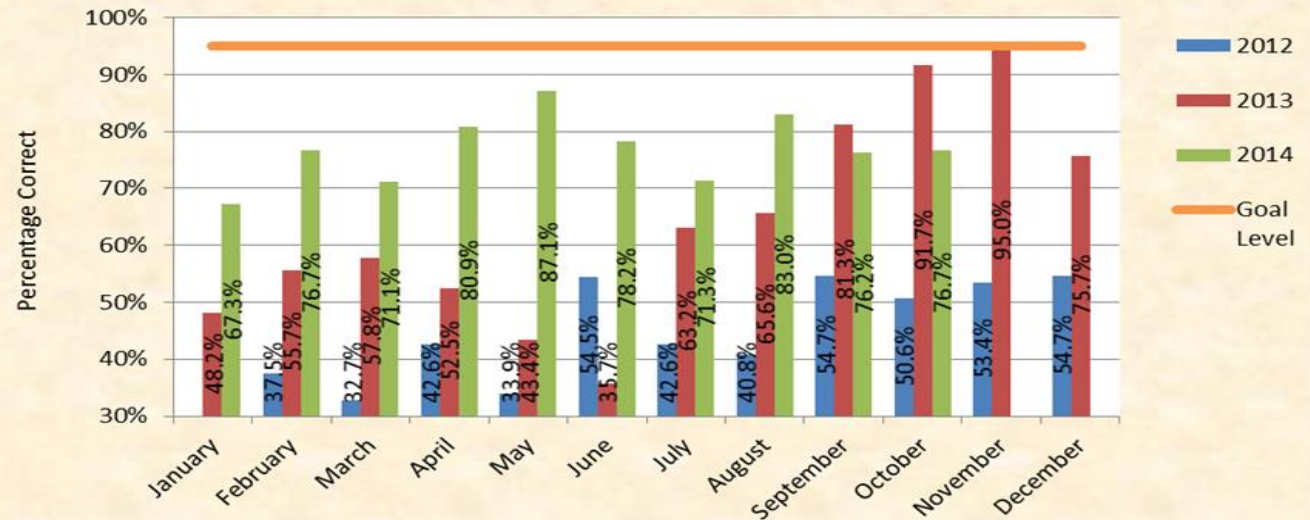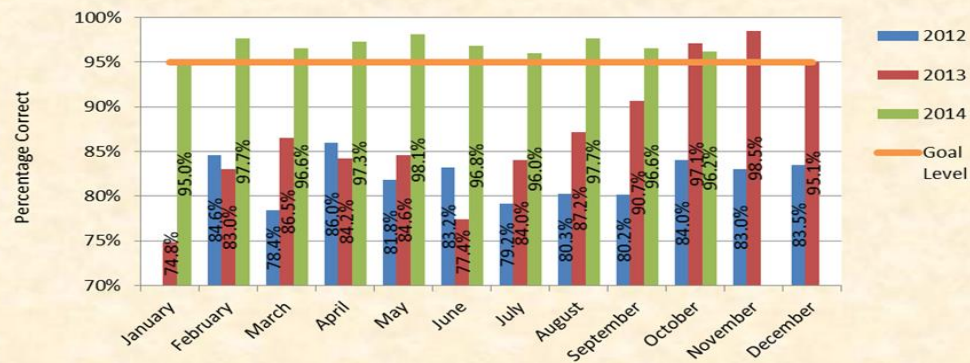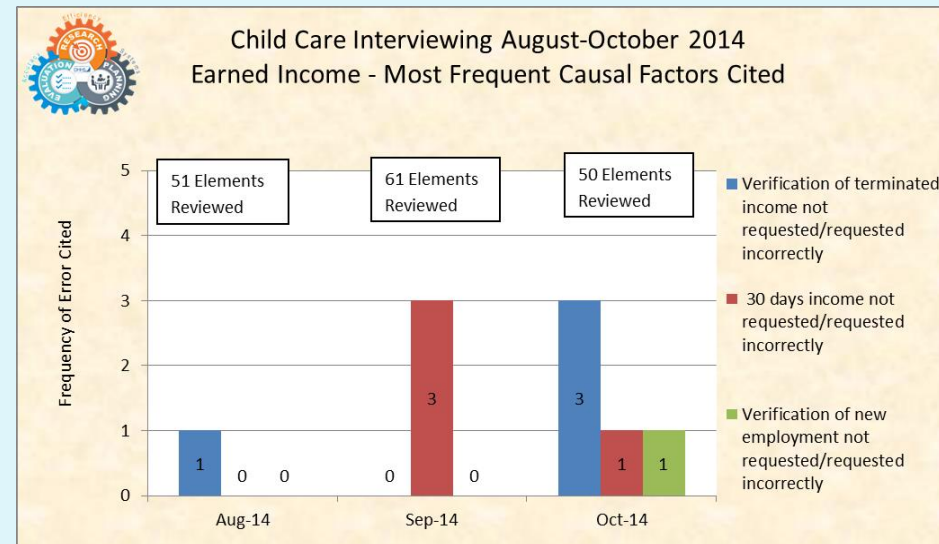
Goal Statement: The Child Care program will move towards the goal of 95% accuracy on actions taken on all Child Care household cases.
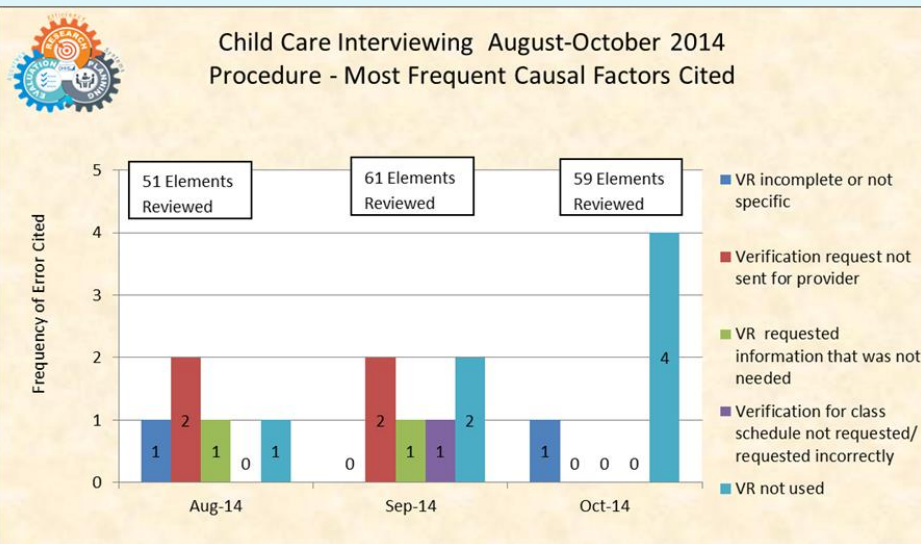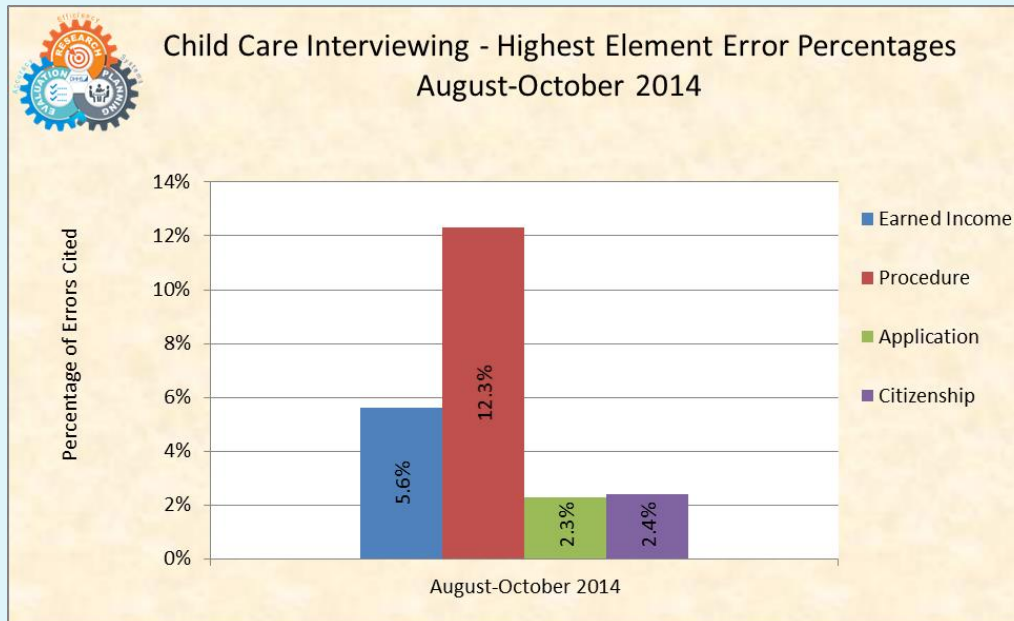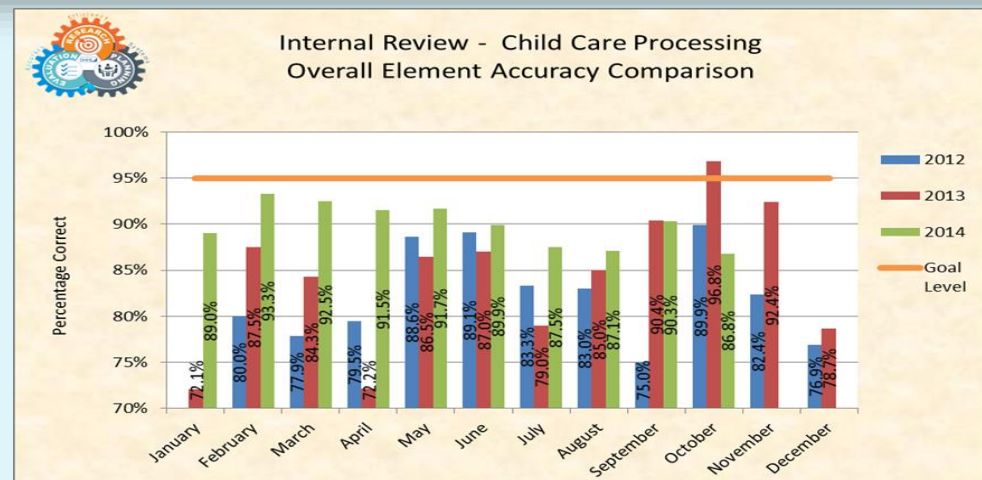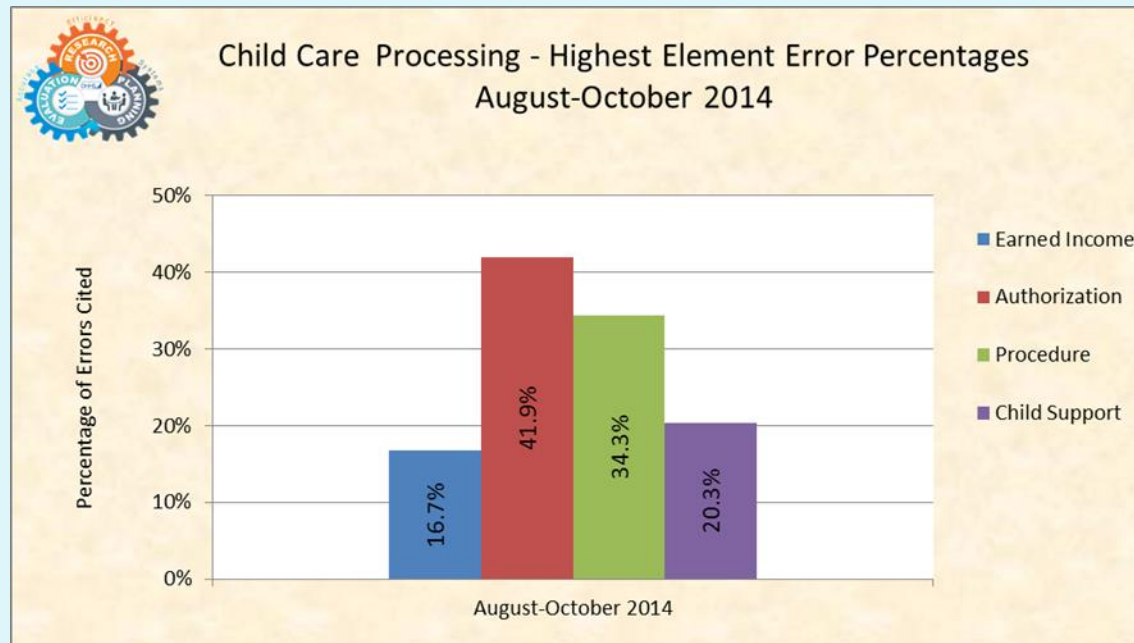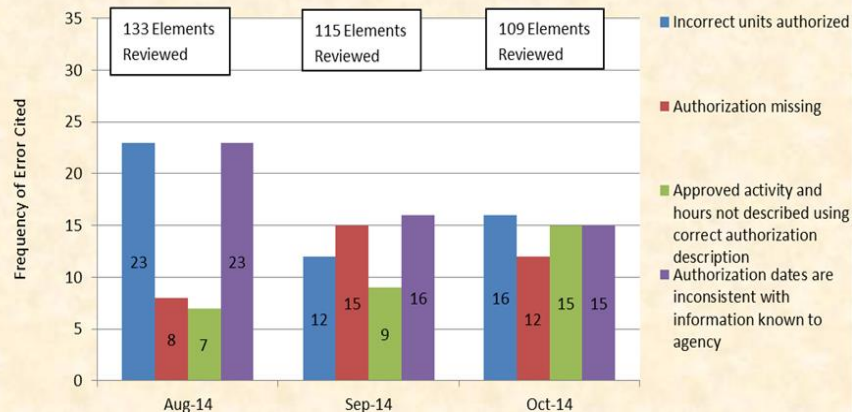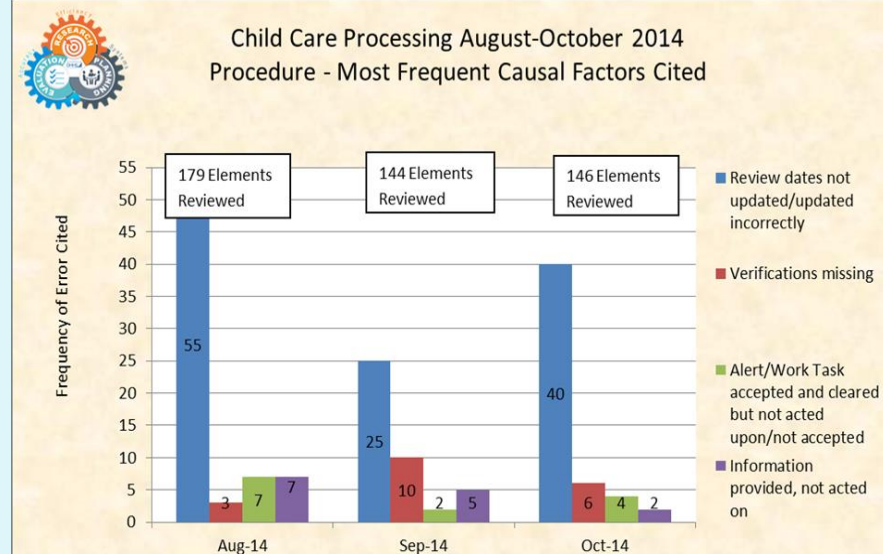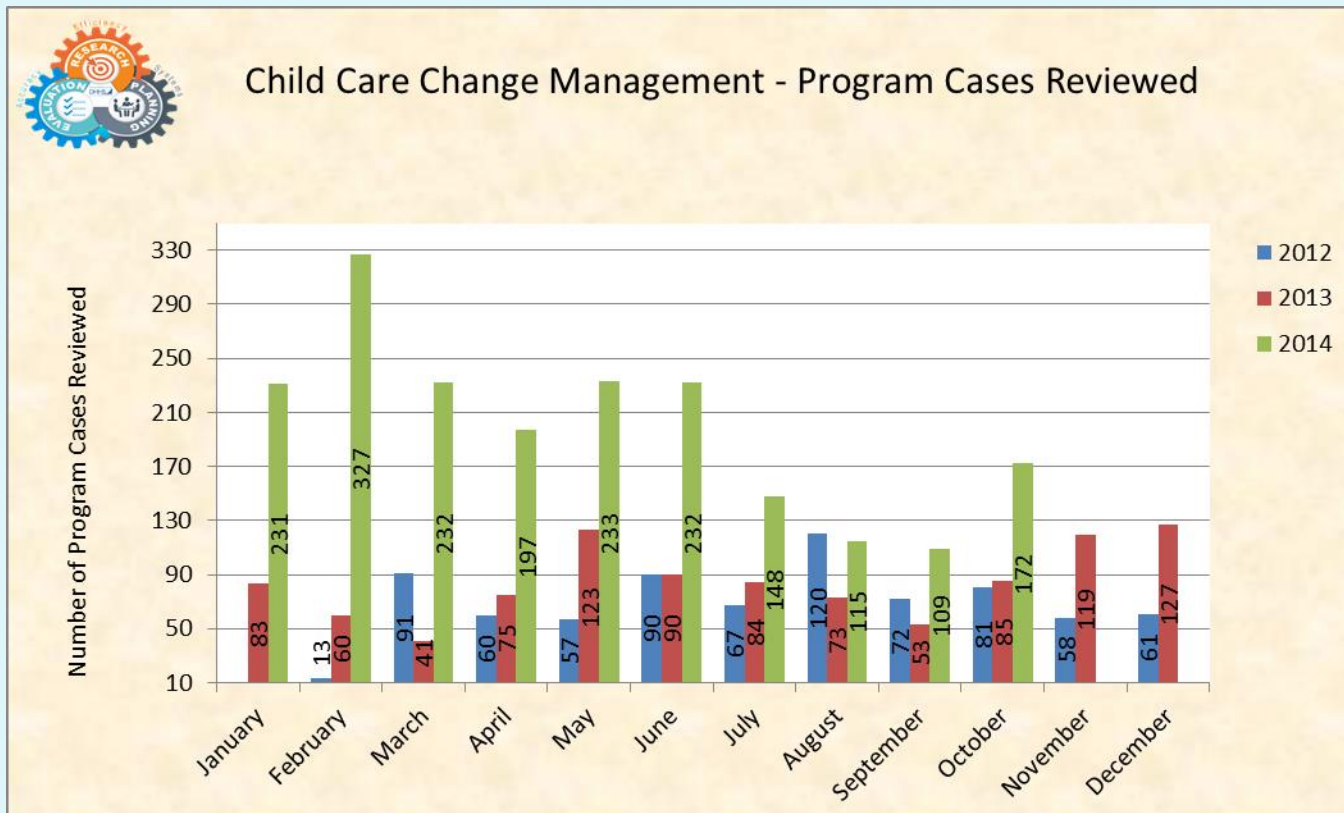
Child Care: Change Management

Strengths/Accomplishments:

R.E.P. Released:
1. Partial Pay Income: 11/10/2014

Captivate Released:
1. Common CC Errors Lesson 22

Action Items:

SCR:
1. SCR 15503 for December 17 will mass update service authorizations when a provider's rate is updated.

Barriers:

Internal Review - Child Care Change Management
Overall Case Accuracy Comparison
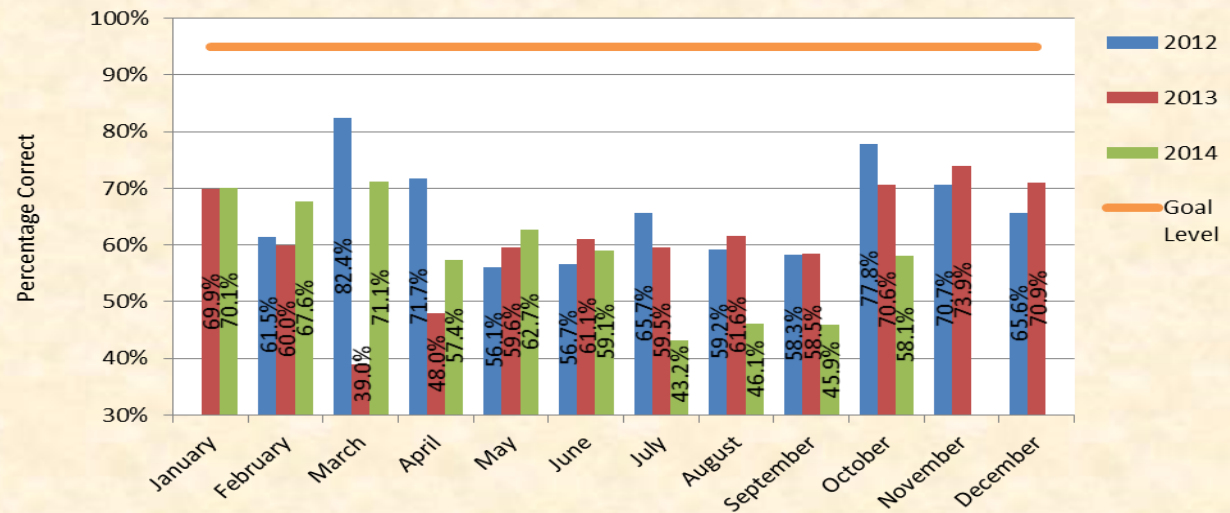
Internal Review - Child Care Change Management
Overall Element Accuracy Comparison
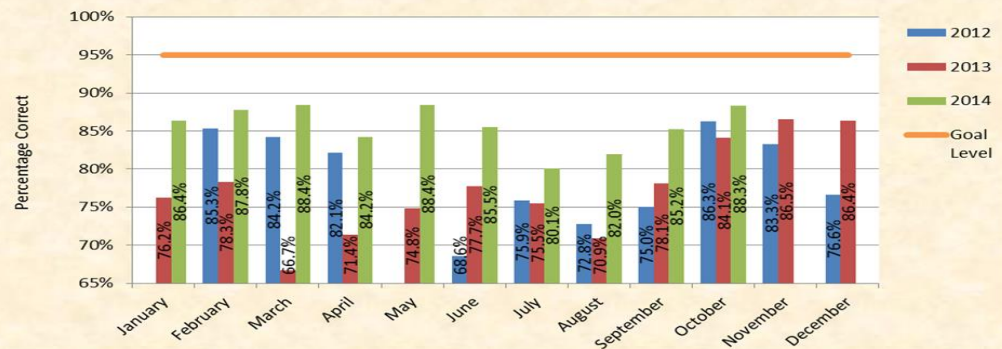
Child Care: Change Management
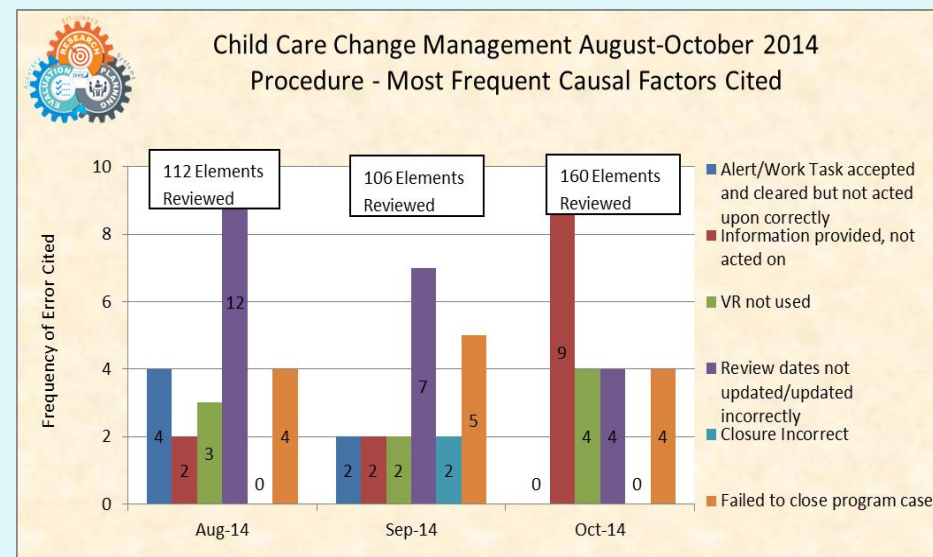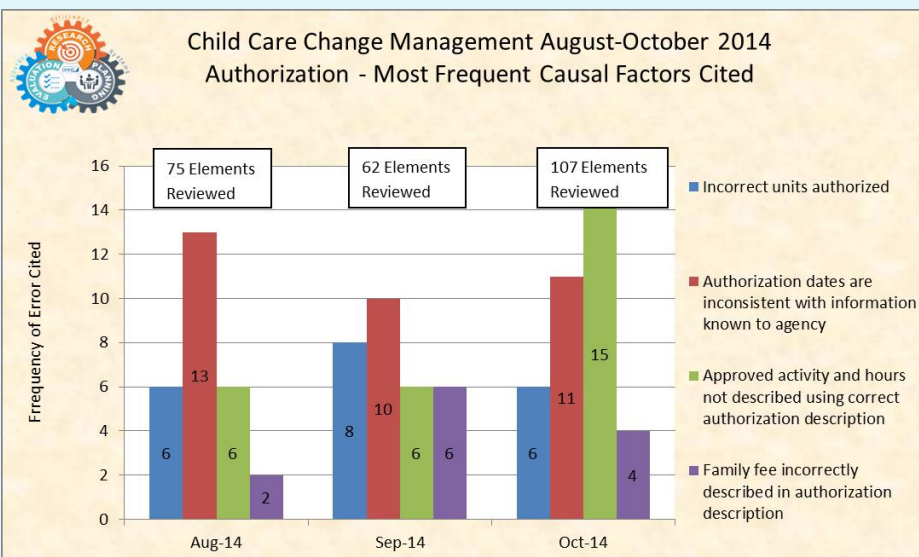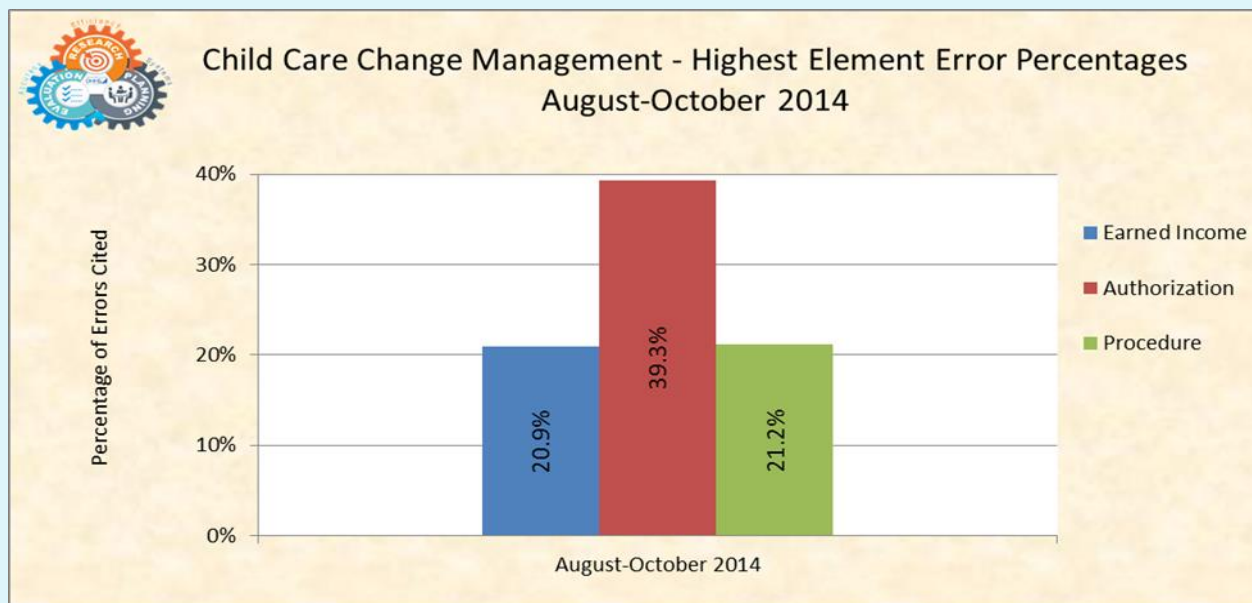
Child Care: Steps to Improvement
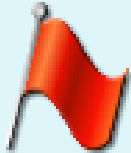
Processing/Change Management:

✓ Creating a work group to create a calendar and/or spreadsheet for correct child care authorizations: Kathy Shambaugh

✓ Indicates items have been completed

Aid to Dependent Children Accuracy

Aid to Dependent Children: Interviewing Program Case Reads

ADC Interviewing - Program Cases Reviewed
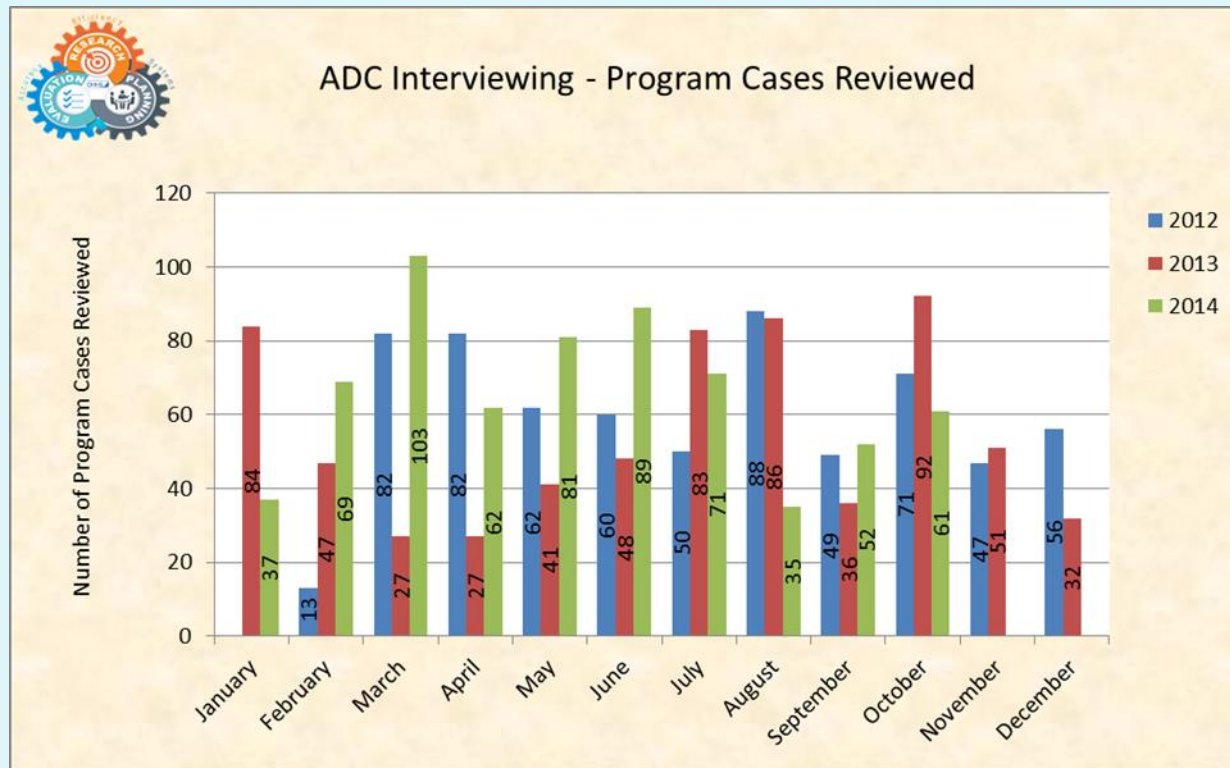
Aid to Dependent Child : Interviewing

Strengths/Accomplishments:
R.E.P. Released:
1. Adding Programs to Review Applications: 11/3/2014

Action Items:

Barriers:

Goal Statement: The Aid to Dependent Children program will move towards the goal of 95% accuracy on actions taken on all Aid to Dependent Children household cases.

Internal Review - ADC Interviewing
Overall Case Accuracy Comparison

Internal Review - ADC Interviewing
Overall Element Accuracy Comparison

Aid to Dependent Children: Interviewing

ADC Interviewing - Highest Element Error Percentages August-October 2014

ADC Interviewing August-October 2014
Procedure - Most Frequent Causal Factors Cited

ADC Interviewing August-October 2014
Unearned Income- Most Frequent Causal Factors Cited
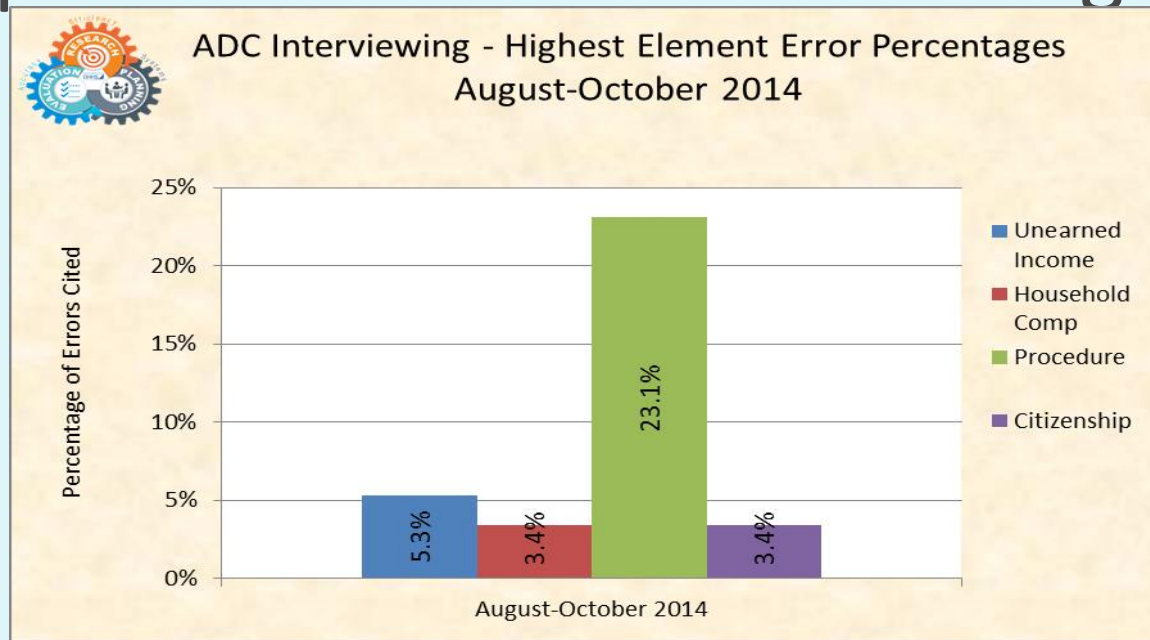
Aid to Dependent Children: Processing Program Case Reads

Aid to Dependent Child : Processing

Strengths/Accomplishments:

R.E.P. Released:

1. Adding Programs to Review Applications: 11/3/2014

SCR:

1. SCR 15116 for November requires ADC budget to be run when an EF status or reason are updated.
2. SCR 15118 for November will create an alert for the EF worker when ADC budget is run.
3. SCR 15387 for November redesigns the WP – FS-1.

Action Items:

Barriers:

Goal Statement: The Aid to Dependent Children program will move towards the goal of 95% accuracy on actions taken on all Aid to Dependent Children household cases.

Internal Review - ADC Processing
Overall Case Accuracy Comparison

Internal Review - ADC Processing
Overall Element Accuracy Comparison

Aid to Dependent Children: Processing

Aid to Dependent Children: Change Management Program Case Reads
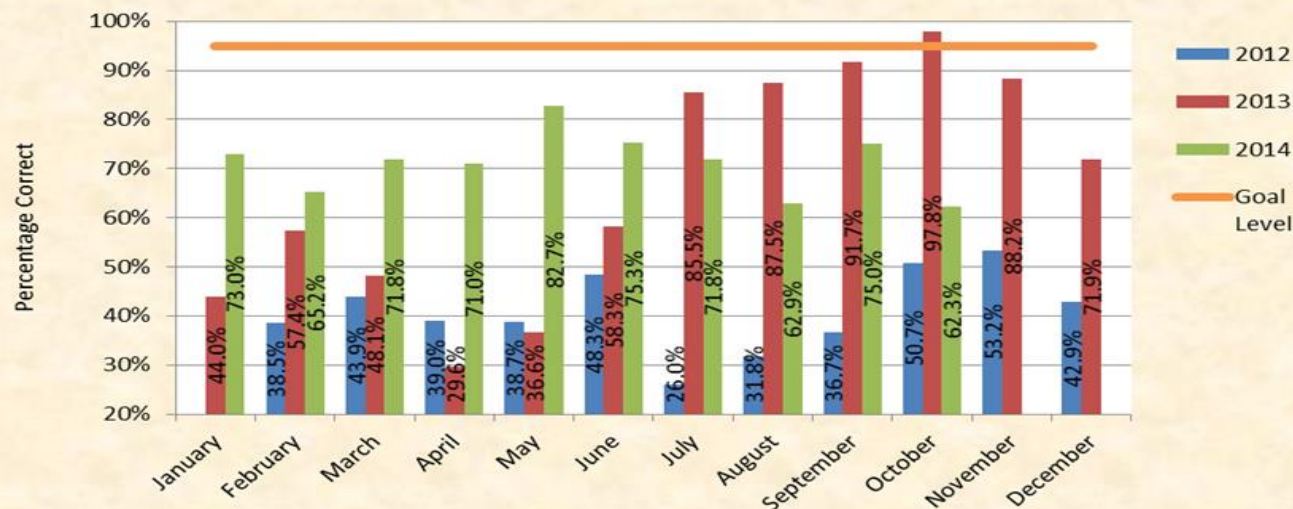

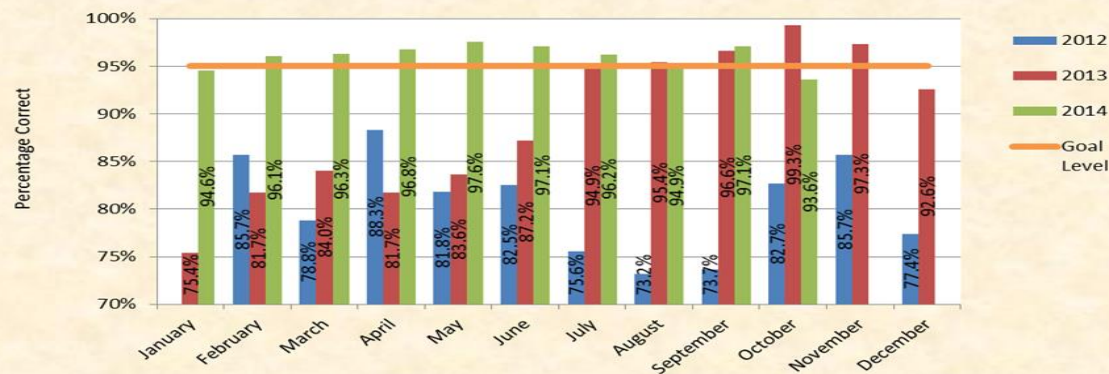ADC Change Management - Program Cases Reviewed

Goal Statement: The Aid to Dependent Children program will move towards the goal of 95% accuracy on actions taken on all Aid to Dependent Children household cases.

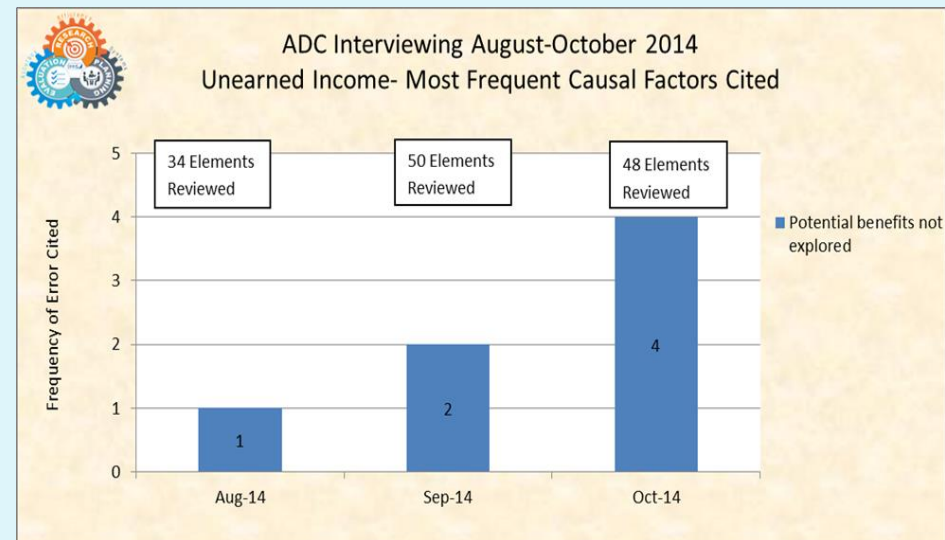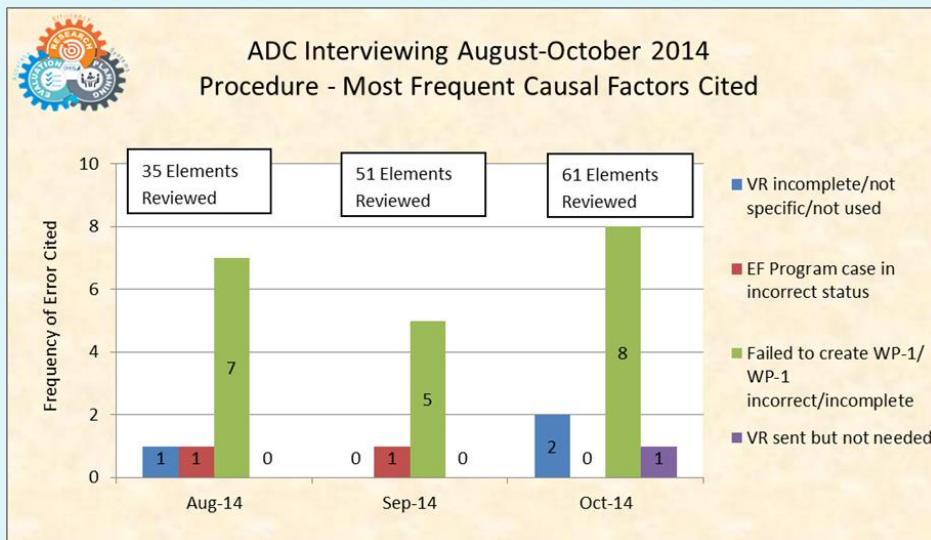## Aid to Dependent Child : Change Management

Strengths/Accomplishments:

SCR:

1. SCR 15146 configures 3rd trimester Unborns into the ADC case.

Action Items:

Barriers:

Internal Review - ADC Change Management
Overall Case Accuracy Comparison
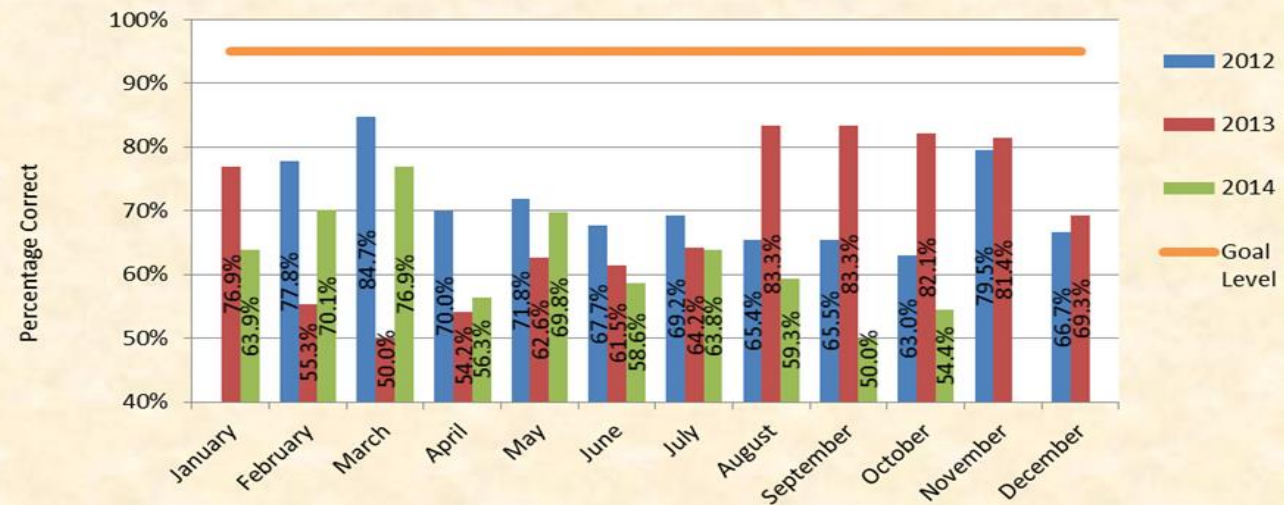
Internal Review - ADC Change Management
Overall Element Accuracy Comparison
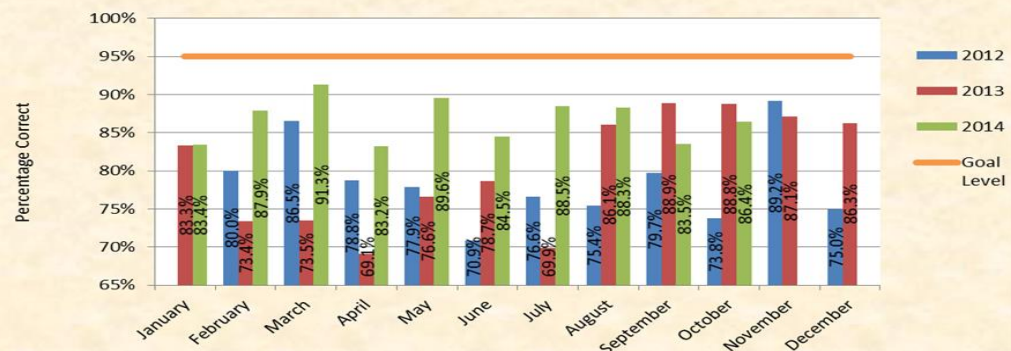
Aid to Dependent Children: Change Management
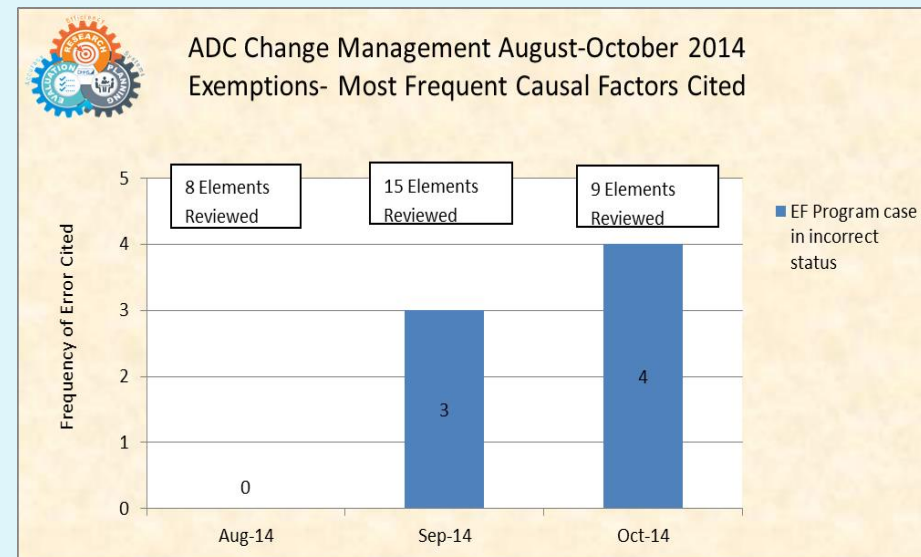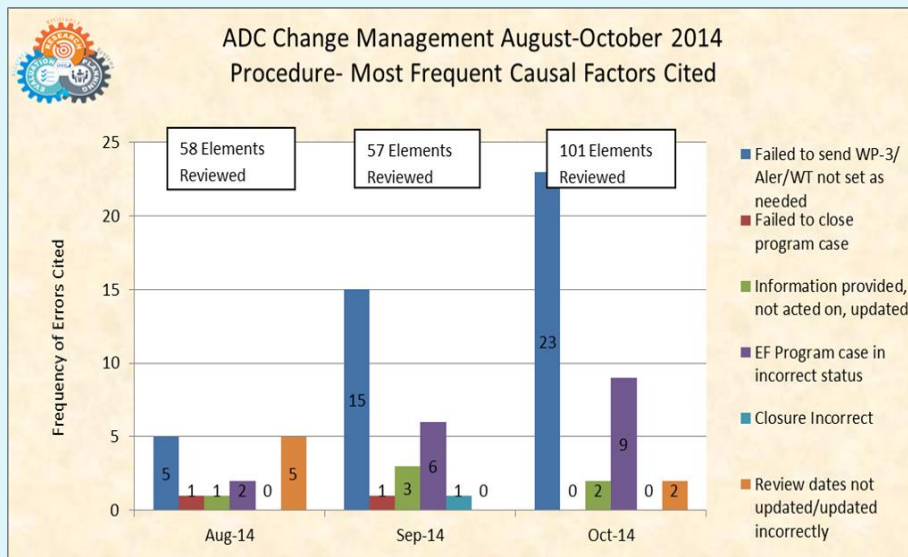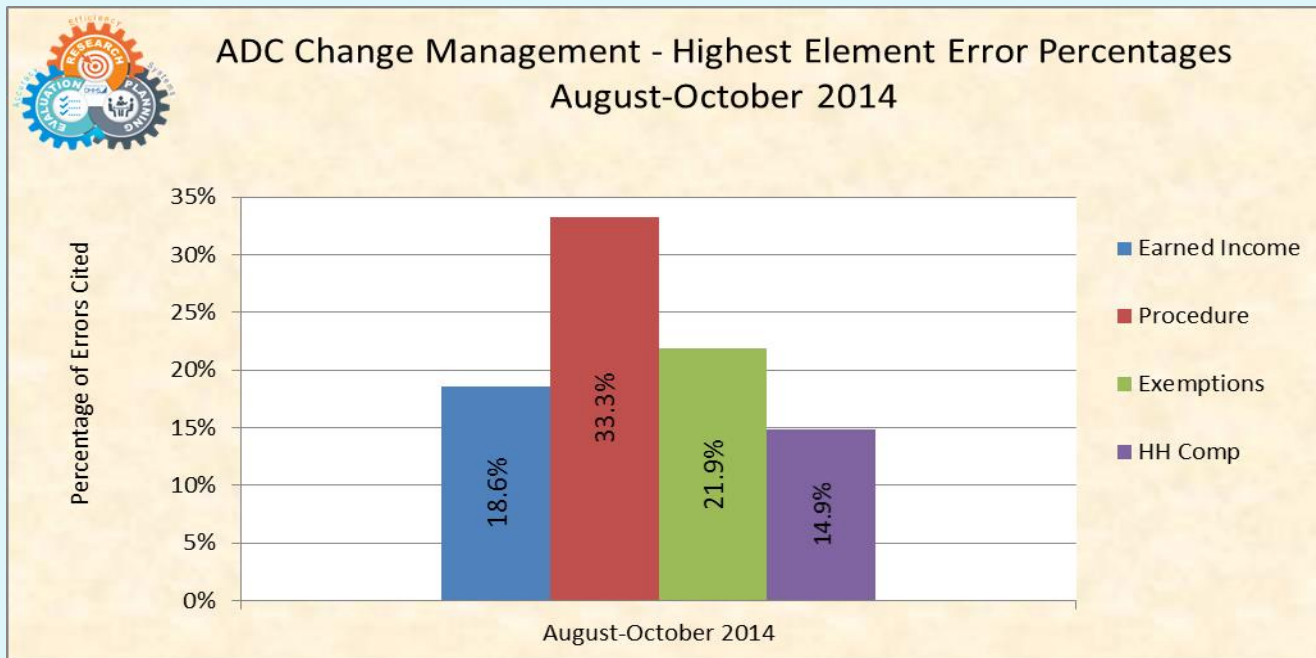
ADC Success Story

Interviewing

1. Unearned Income: Removed Causal – IUC not requested/requested incorrectly, last error cited 7/2014

Low-Income Home Energy Assistance Program: Accuracy
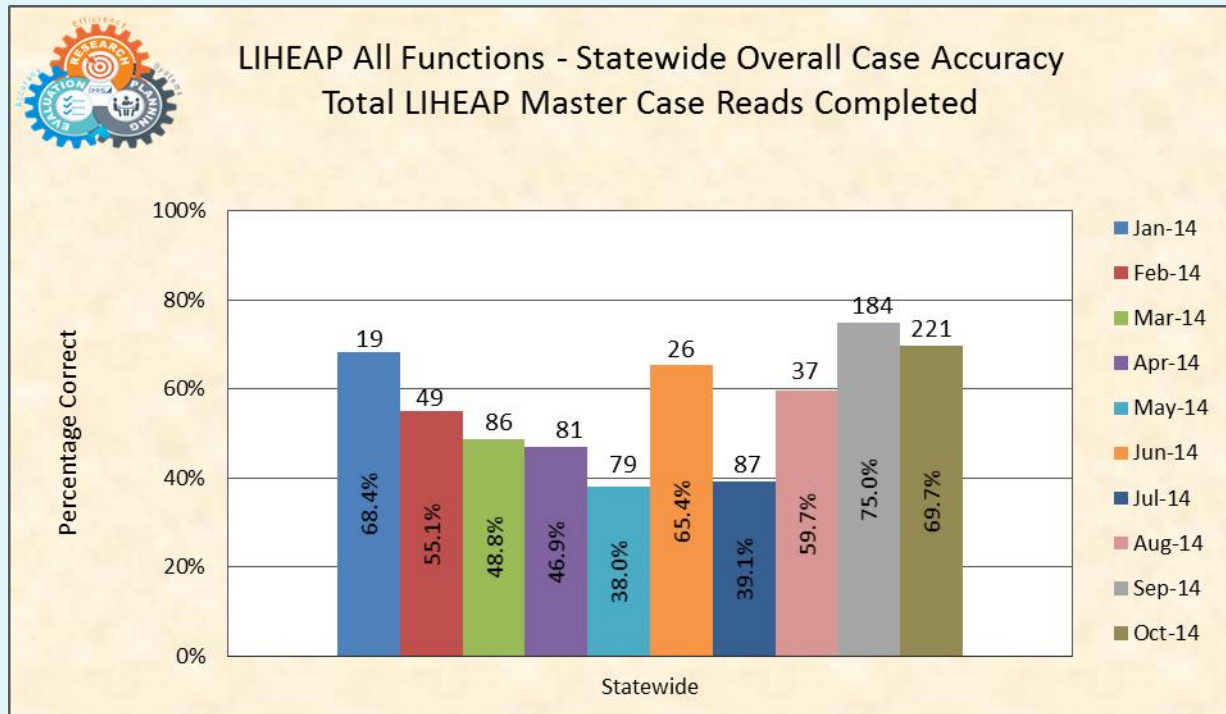
Low-Income Home Energy Assistance Program Processing Program Case Reads

LIHEAP Processing - Program Cases Reviewed
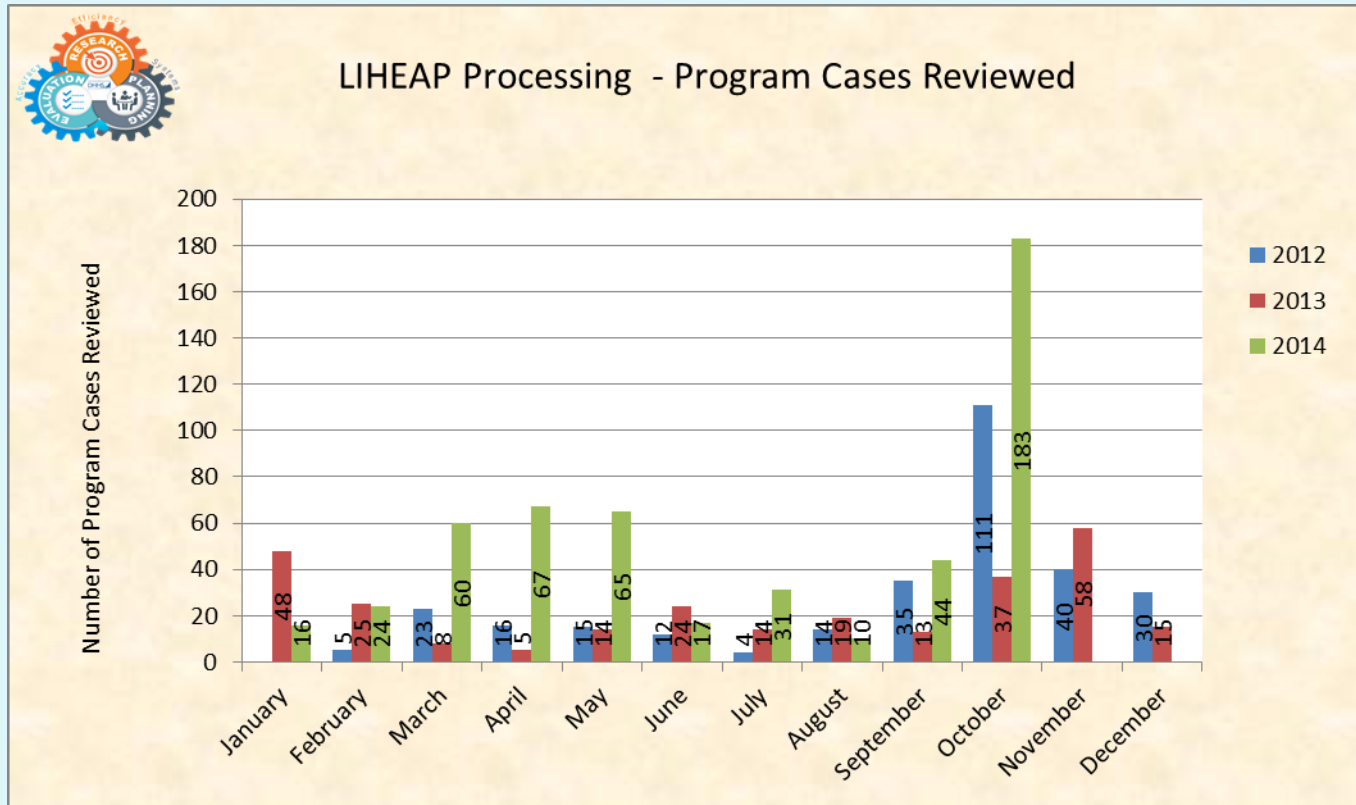
Low Income Home Energy Assistance Program: Processing

Strengths/Accomplishments:

SCR:

1. SCR 16004 for November will disable budgeting on closed LIHEAP cases.

Action Items:

Barriers:

Goal Statement: The Low-Income Home Energy Assistance Program program will move towards the goal of 95% accuracy on actions taken on all Low-Income Home Energy Assistance Program household cases.
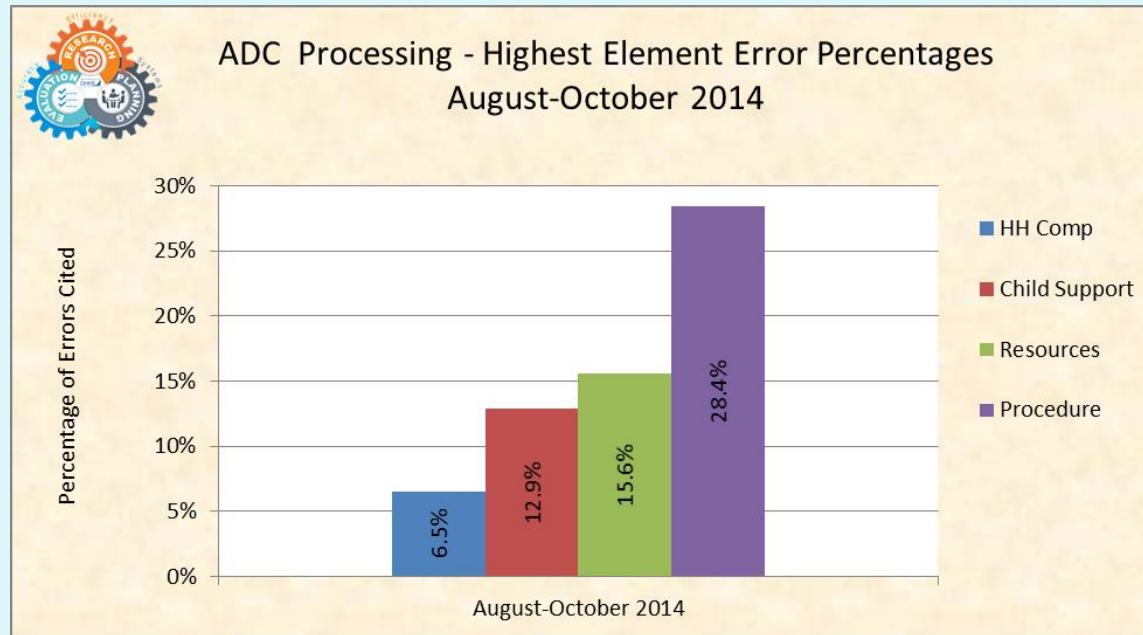

Internal Review - LIHEAP Processing
Overall Case Accuracy Comparison
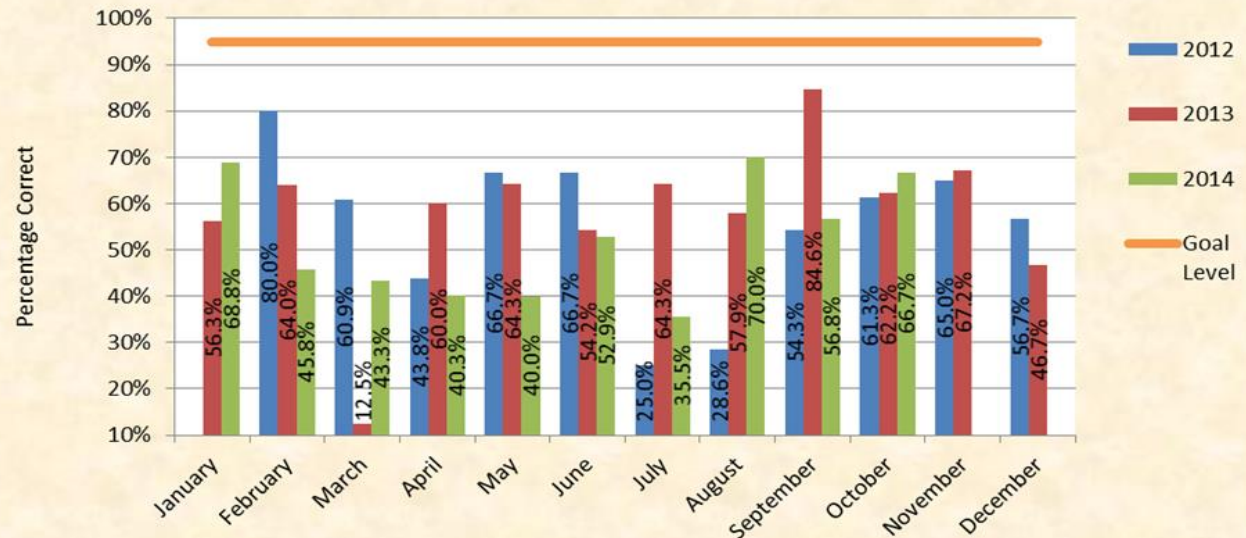
Internal Review - LIHEAP Processing
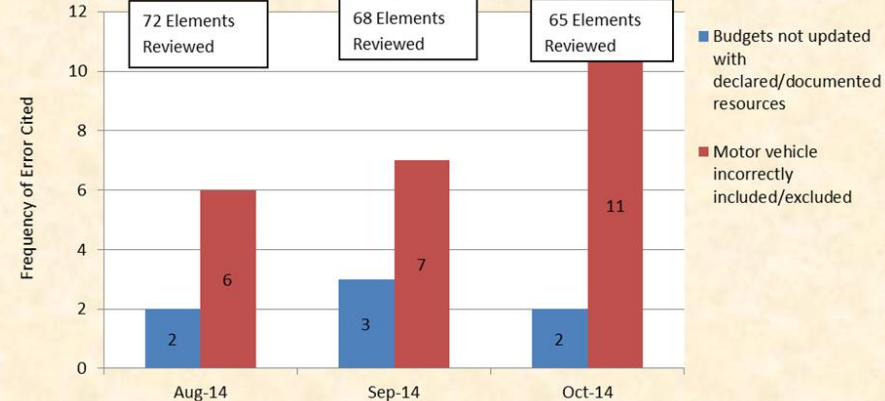Overall Element Accuracy Comparison
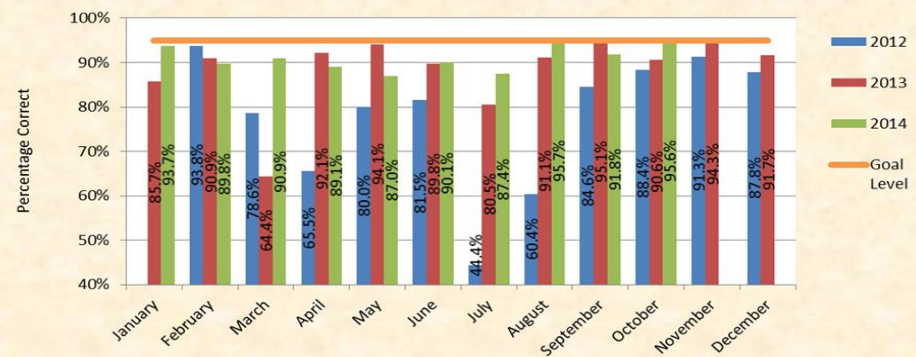
Low Income Home Energy Assistance Program: Processing

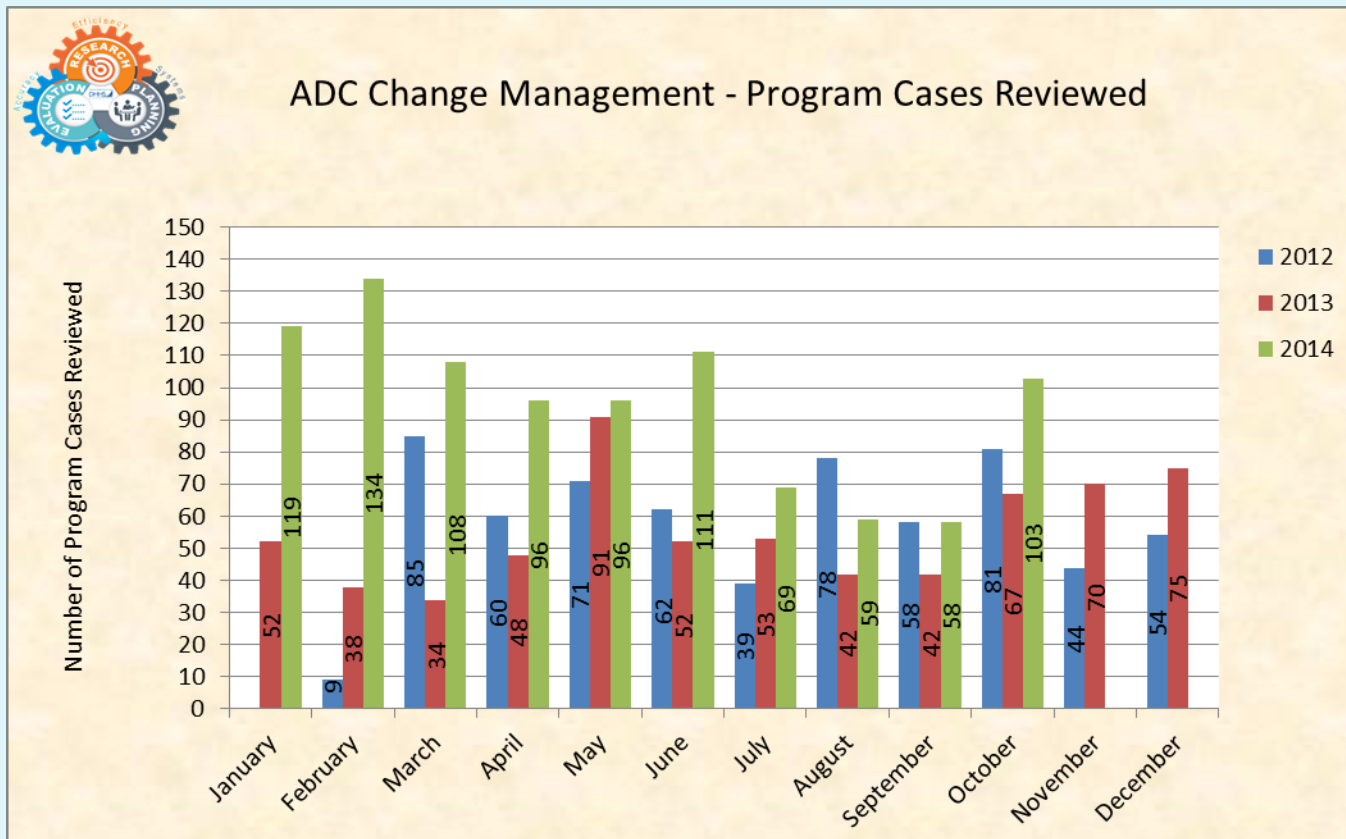LIHEAP Processing - Highest Element Error Percentages
August-October 2014
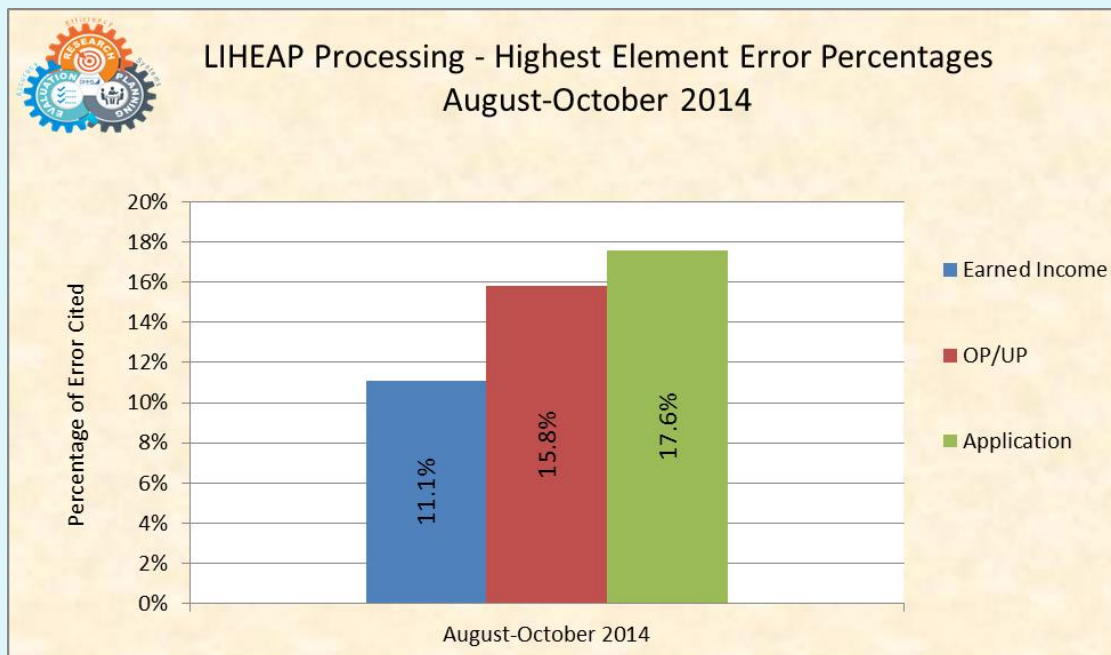
LIHEAP Processing August-October 2014
Application - Most Frequent Causal Factors Cited
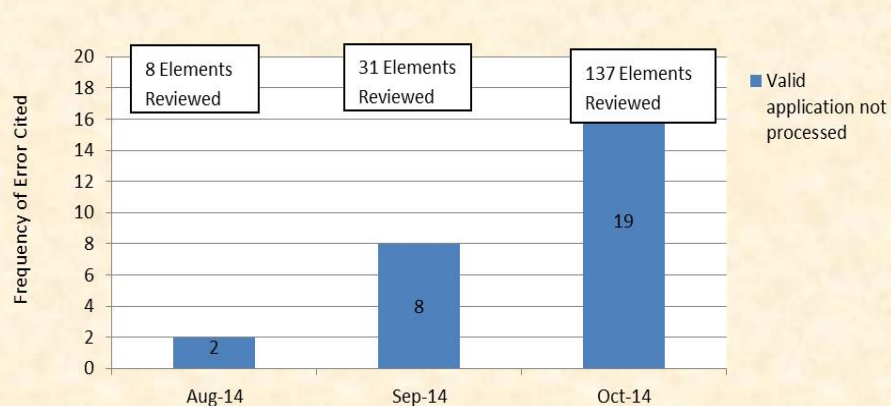
LIHEAP Processing August-October 2014
OP/UP - Most Frequent Causal Factors Cited
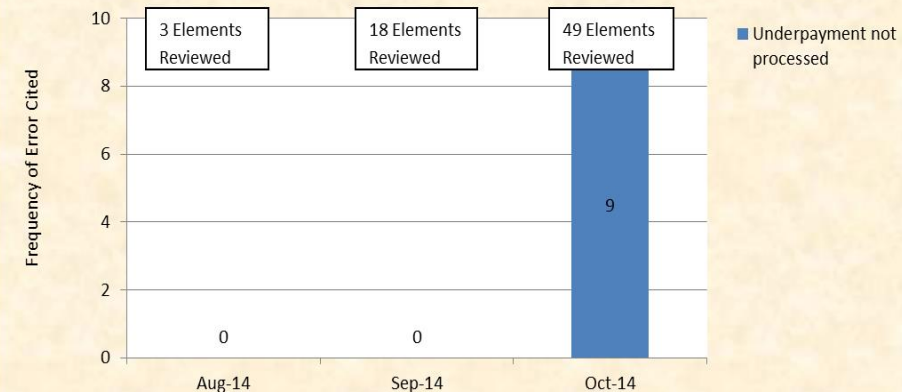
Low-Income Home Energy Assistance Program: Change Management Program Case Reads

LIHEAP Change Management - Program Cases Reviewed
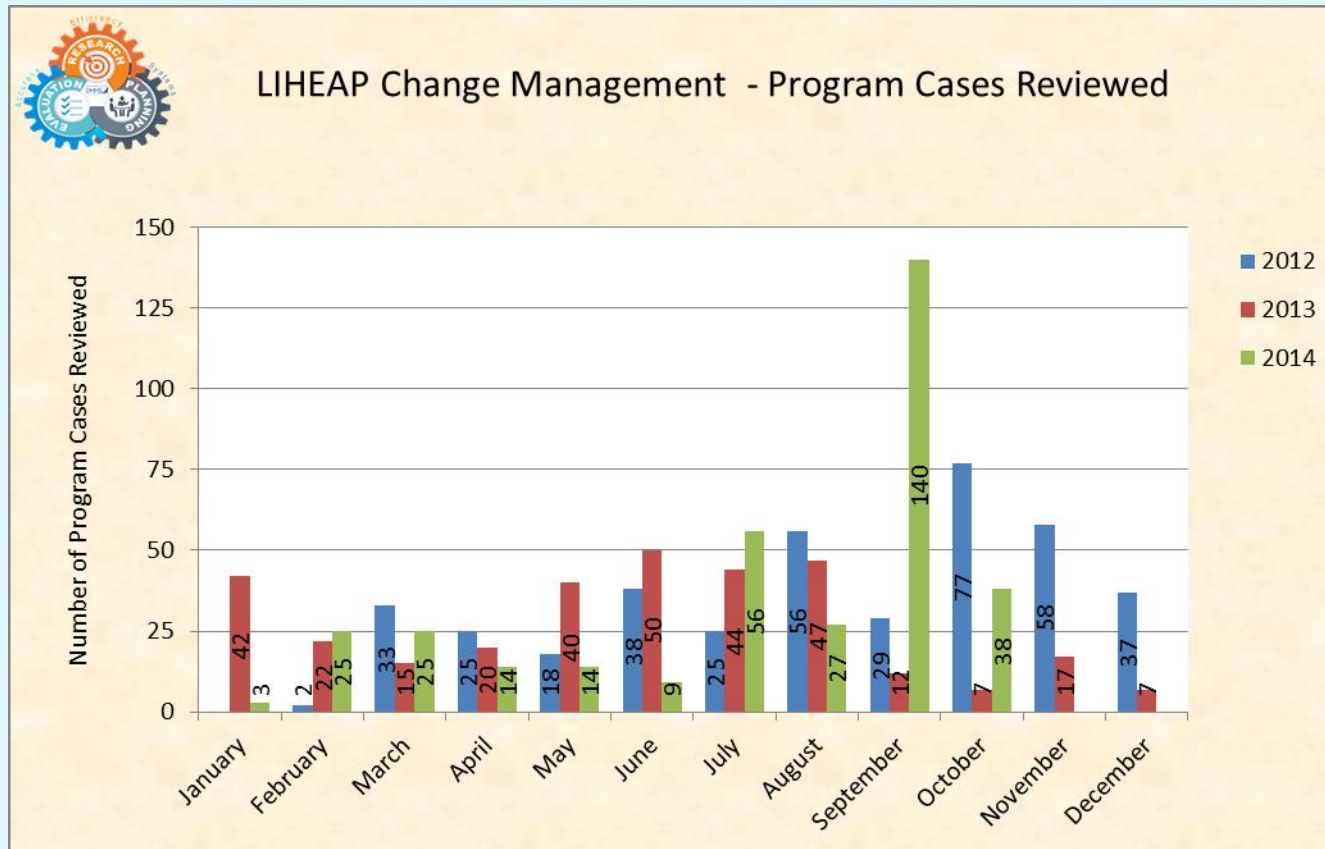
Low Income Energy Assistance Program: Change Management

Strengths/Accomplishments:

SCR:

1. In July, MESA has been updated to be able to run more cases, preventing work task creation.
2. LIHEAP overpayments/sanctions will be recorded in N-FOCUS.

Action Items:

Barriers:

Goal Statement: Goal Statement: The Low-Income Home Energy Assistance Program program will move towards the goal of 95% accuracy on actions taken on all Low-Income Home Energy Assistance Program household cases.


Internal Review - LIHEAP Change Management
Overall Case Accuracy Comparison

Internal Review - LIHEAP Change Management
Overall Element Accuracy Comparison
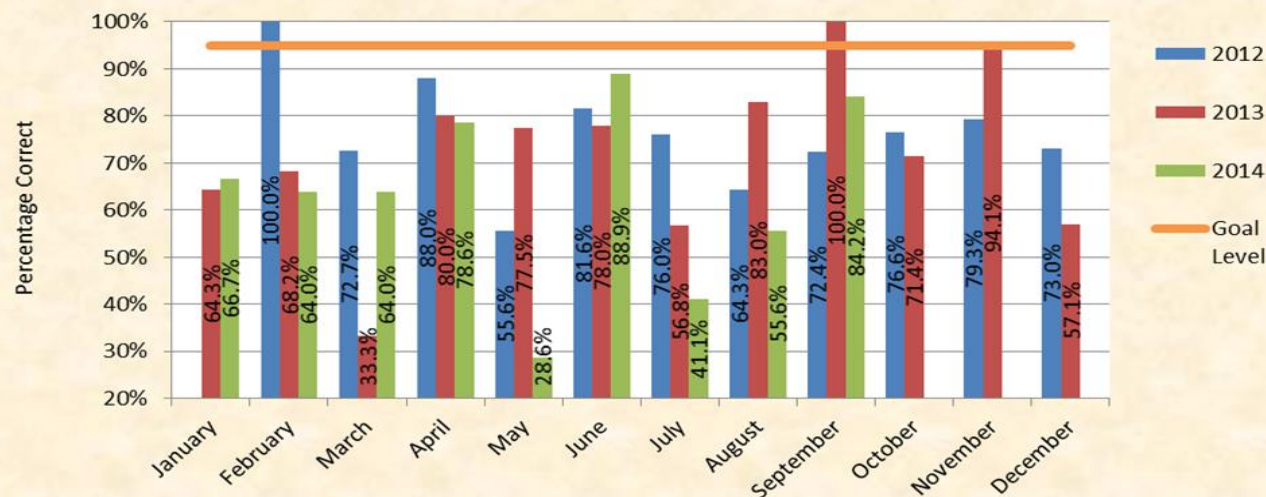
Low-Income Home Energy Assistance Program: Change Management

LIHEAP Change Management - Highest Element Error Percentages August-October 2014
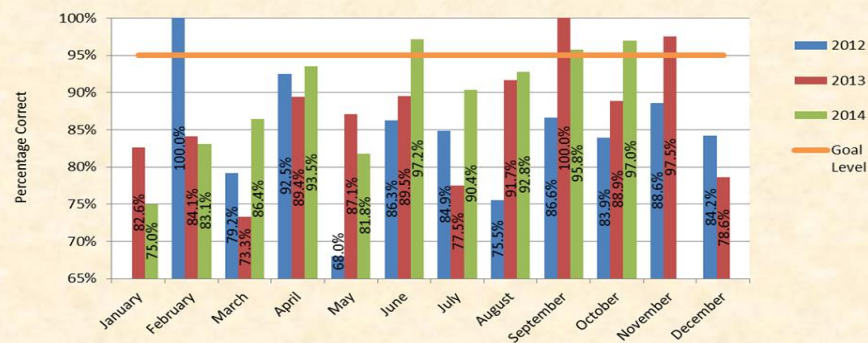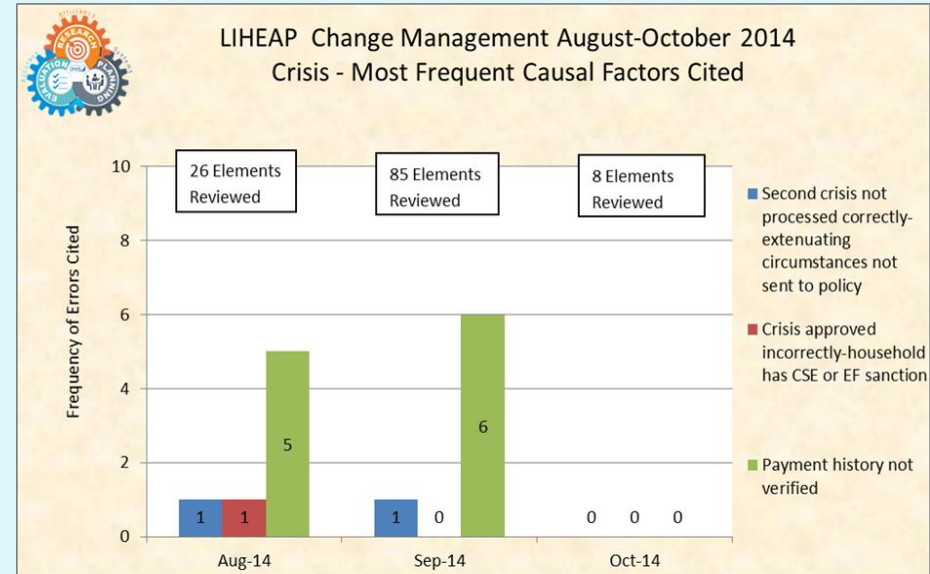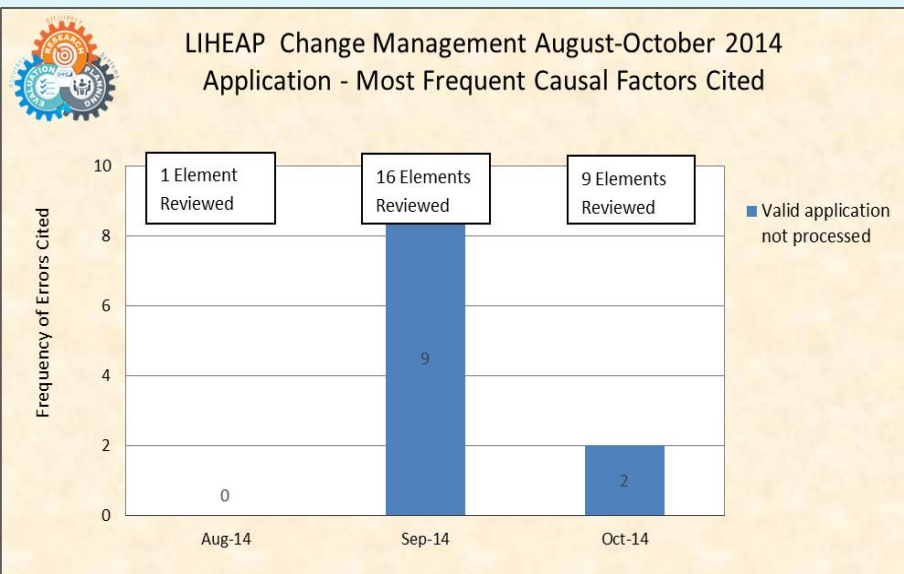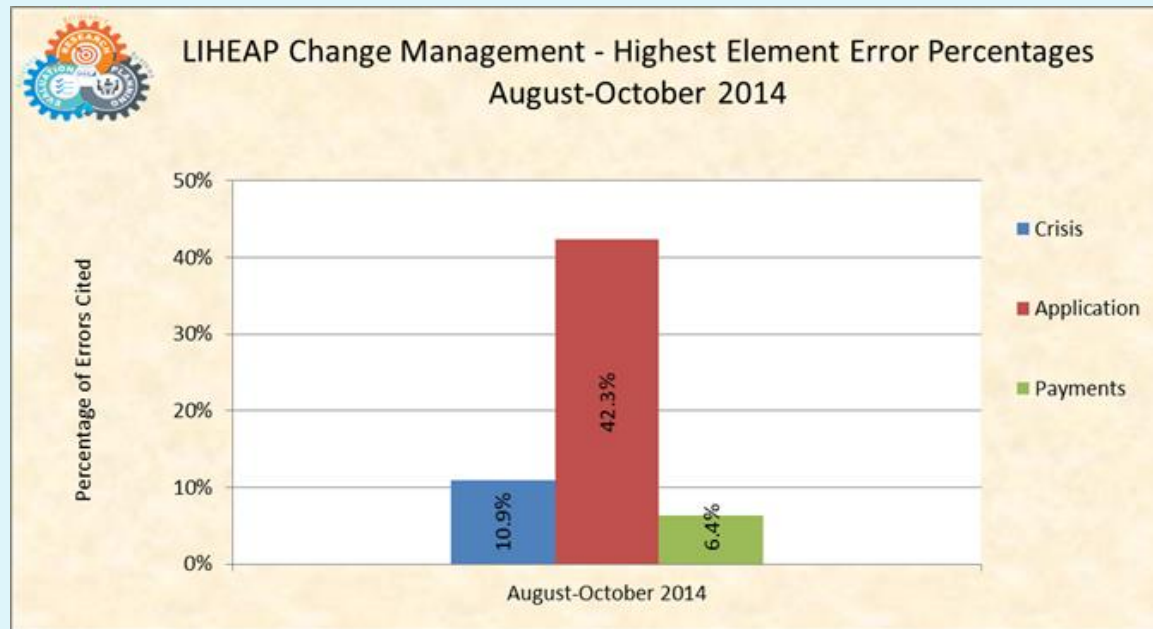
Assistance to the Aged, Blind, or Disabled Payment Accuracy

Assistance to the Aged, Blind, or Disabled Payment: Interviewing Case Reads
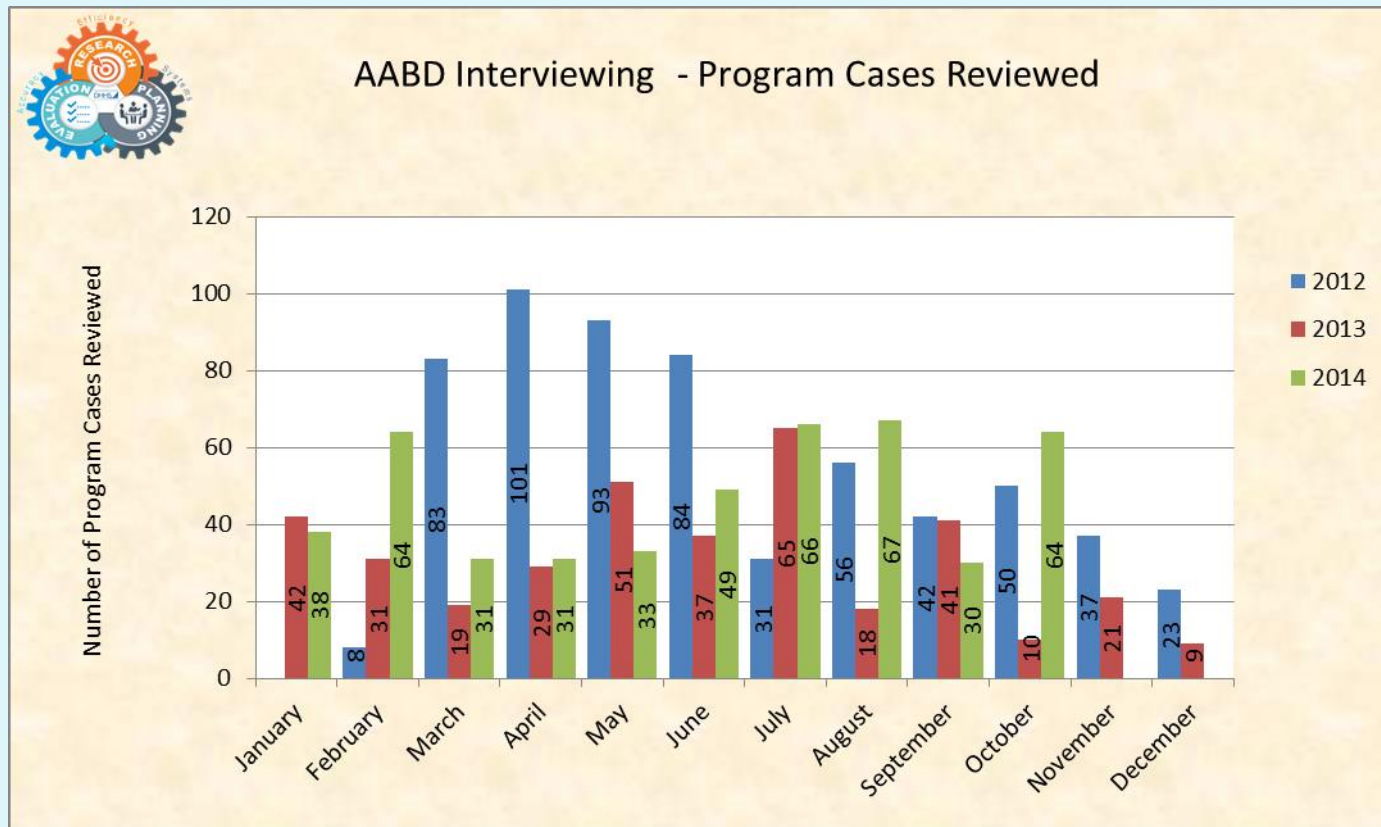
AABD Interviewing - Program Cases Reviewed

Goal Statement: The Aid to the Aged, Blind and Disabled Payment program will move towards the goal of 95% accuracy on actions taken on all Assistance to the Aged, Blind, or Disabled Payment Payment household cases.

Assistance to the Aged, Blind, or Disabled Payment: Interviewing

Strengths/Accomplishments:

R.E.P. Released:
1. Adding Programs to Review Applications: 11/3/2014

Action Items:

Barriers:

Internal Review - AABD Interviewing
Overall Case Accuracy Comparison

Month	2012	2013	2014
January		69.0%	68.4%
February	43.8%	41.9%	59.4%
March	60.2%	26.3%	74.2%
April	50.5%	41.4%	77.4%
May	59.1%	35.3%	78.8%
June	52.4%	40.5%	67.3%
July	45.2%	67.6%	78.8%
August	51.8%	50.0%	79.1%
September	38.1%	61.0%	80.0%
October	48.0%	70.0%	79.7%
November	48.6%	76.2%	
December	56.5%	77.8%	

Internal Review - AABD Interviewing
Overall Element Accuracy Comparison

Month	2012	2013	2014
January		92.1%	94.9%
February	77.1%	86.0%	92.9%
March	83.7%	81.1%	95.8%
April	87.4%	91.5%	97.2%
May	89.6%	87.2%	97.4%
June	88.2%	86.3%	95.4%
July	84.2%	92.3%	97.0%
August	85.6%	85.3%	97.5%
September	85.1%	89.0%	97.2%
October	89.6%	92.9%	97.2%
November	88.8%	94.7%	
December	92.0%	96.8%	

Assistance to the Aged, Blind, or Disabled Payment: Interviewing

Assistance to the Aged, Blind, or Disabled Payment: Processing Program Case Reads
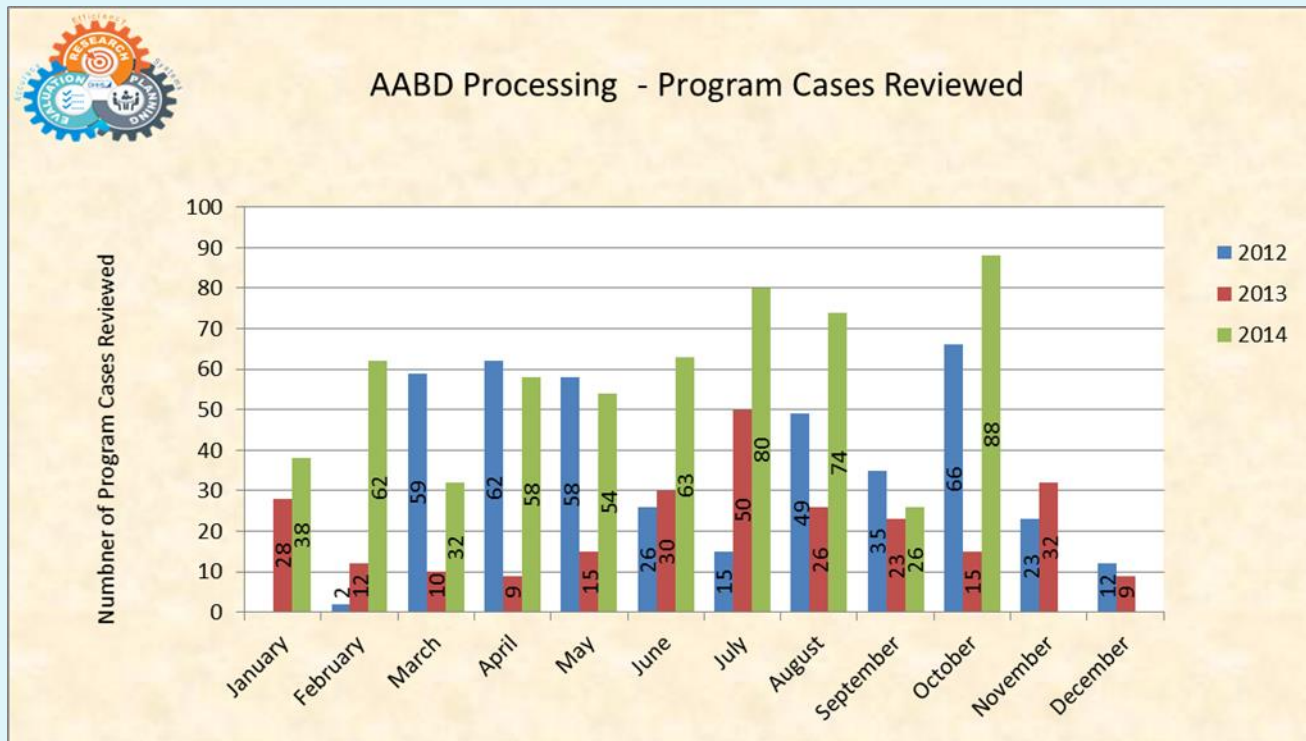
Assistance to the Aged, Blind, or Disabled Payment: Processing

Strengths/Accomplishments:

R.E.P. Released:
1. Adding Programs to Review Applications: 11/3/2014

SCR:
1. SCR 14050 for November allows budgeting for LPR clients.

Action Items:

Barriers:

Goal Statement: The Aid to the Aged, Blind and Disabled Payment program will move towards the goal of 95% accuracy on actions taken on all Assistance to the Aged, Blind, or Disabled Payment Payment household cases.

Internal Review - AABD Processing
Overall Case Accuracy Comparison

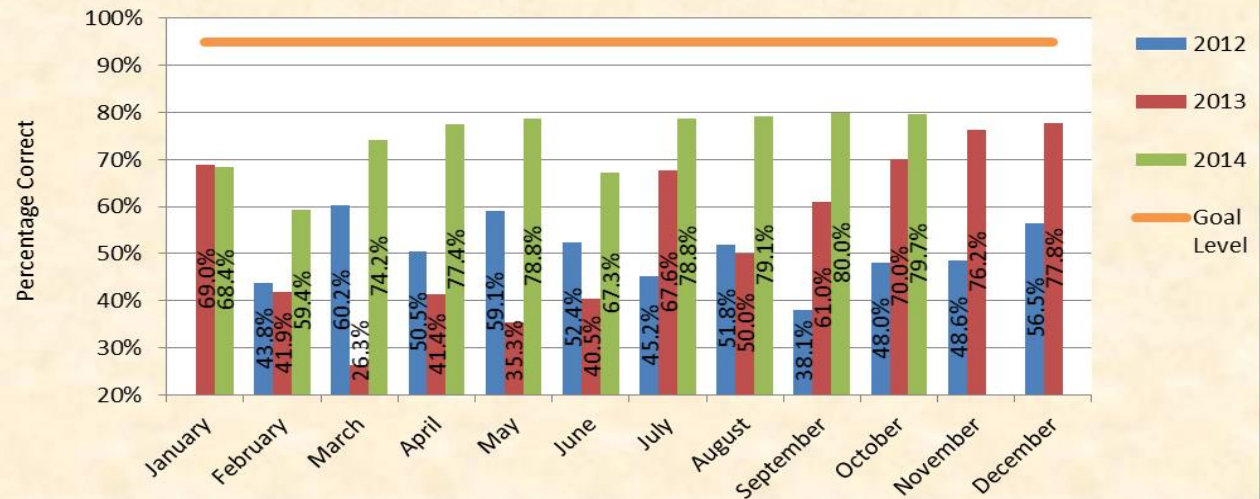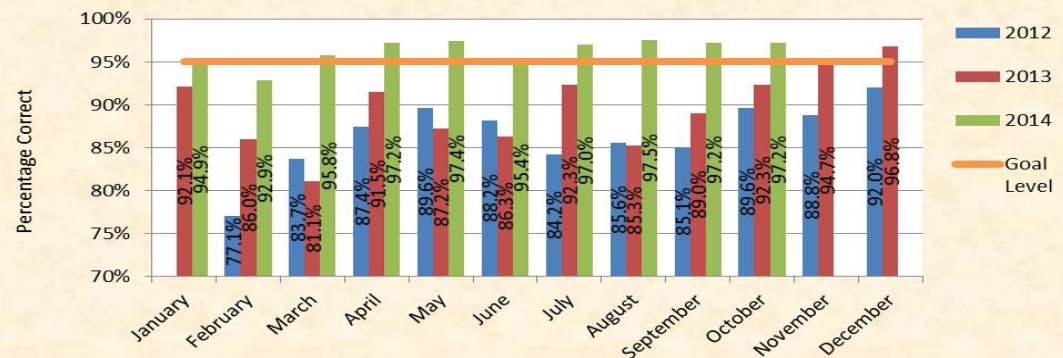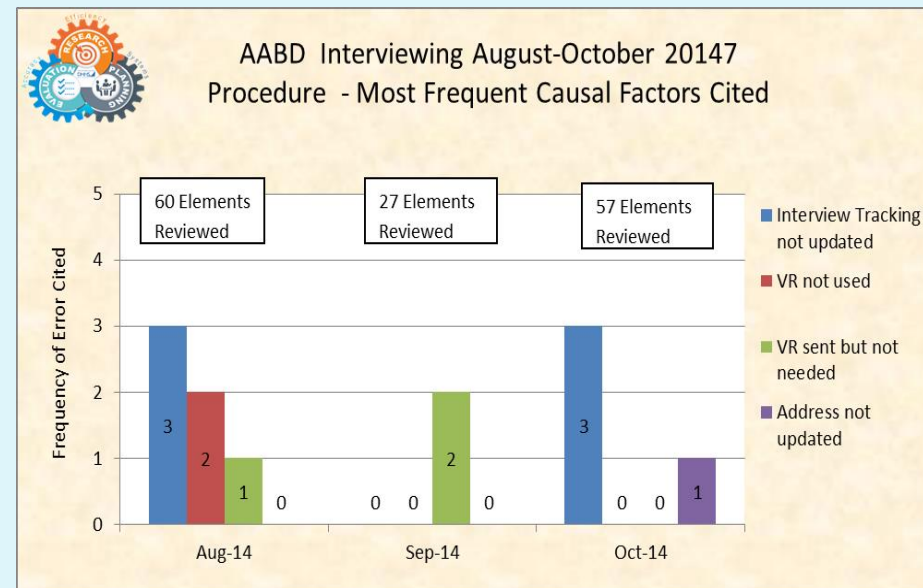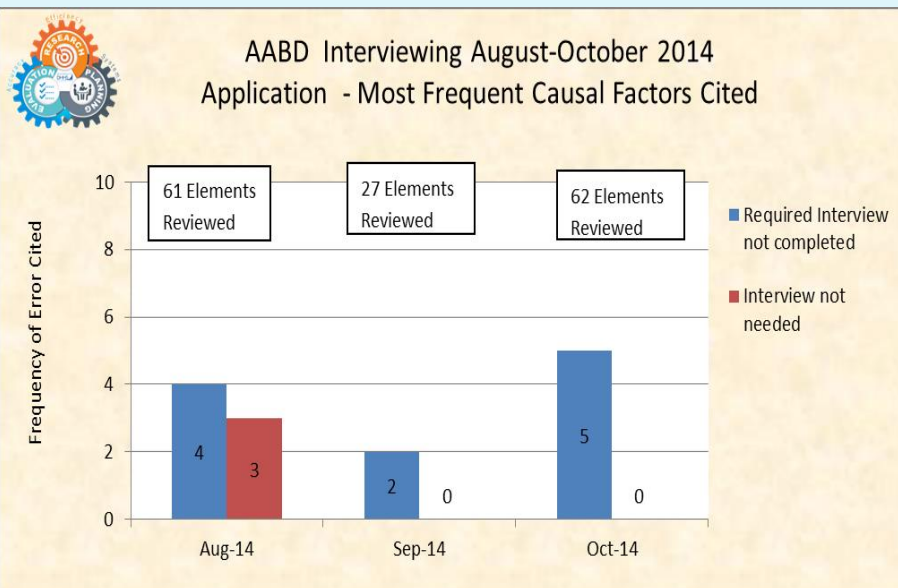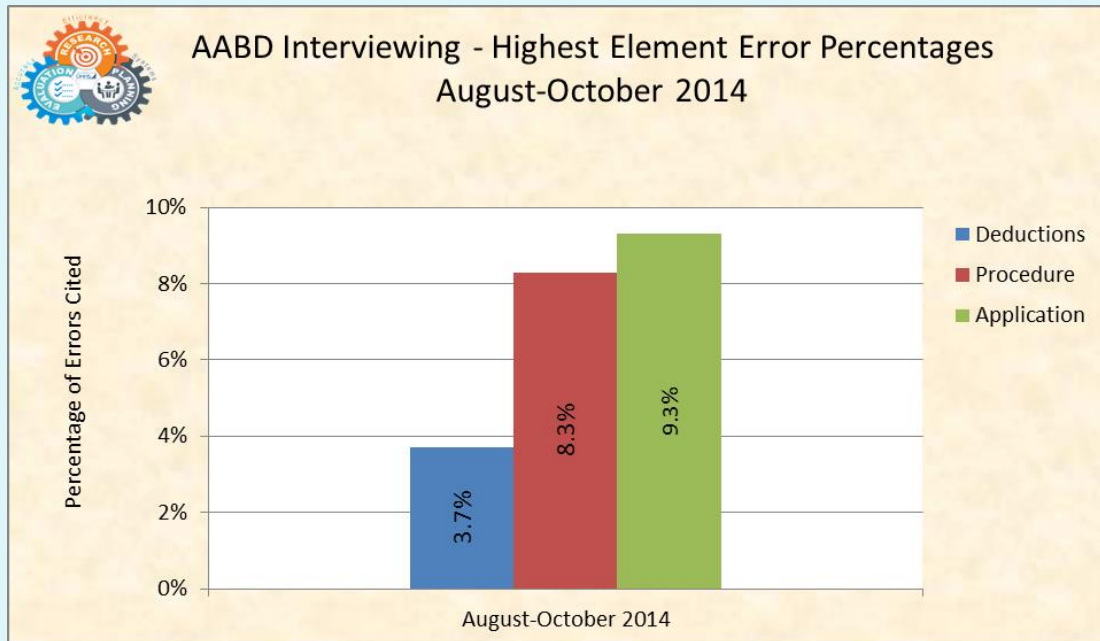| Month	2012	2013	2014
January		46.4%	65.8%
February	100.0%	33.3%	53.2%
March	78.0%	70.0%	65.6%
April	71.0%	55.6%	72.4%
May	69.0%	73.3%	53.7%
June	65.4%	40.0%	58.7%
July	53.3%	64.0%	68.8%
August	73.5%	61.5%	74.3%
September	68.6%	56.5%	61.5%
October	54.5%	46.7%	70.5%
November	56.5%	62.5%	
December	58.3%	77.8%	

Internal Review - AABD Processing
Overall Element Accuracy Comparison

Month	2012	2013	2014
January		90.9%	94.8%
February	100.0%	84.4%	92.8%
March	88.8%	93.8%	95.6%
April	91.6%	87.5%	96.3%
May	92.5%	92.5%	92.2%
June	91.6%	85.5%	94.3%
July	87.2%	91.8%	95.1%
August	93.7%	91.3%	97.2%
September	89.8%	90.2%	94.5%
October	86.6%	86.8%	95.1%
November	91.7%	86.3%	
December	88.5%	93.8%	

Assistance to the Aged, Blind, or Disabled Payment: Processing

AABD Processing - Highest Element Error Percentages
August-October 2014

AABD Processing August-October 2014
Deductions - Most Frequent Causal Factors Cited

AABD Processing August-October 2014
Application - Most Frequent Causal Factors Cited

Assistance to the Aged, Blind, or Disabled Payment: Change Management Program Case Reads

AABD Change Management - Program Cases Reviewed

Assistance to the Aged, Blind, or Disabled Payment: Change Management
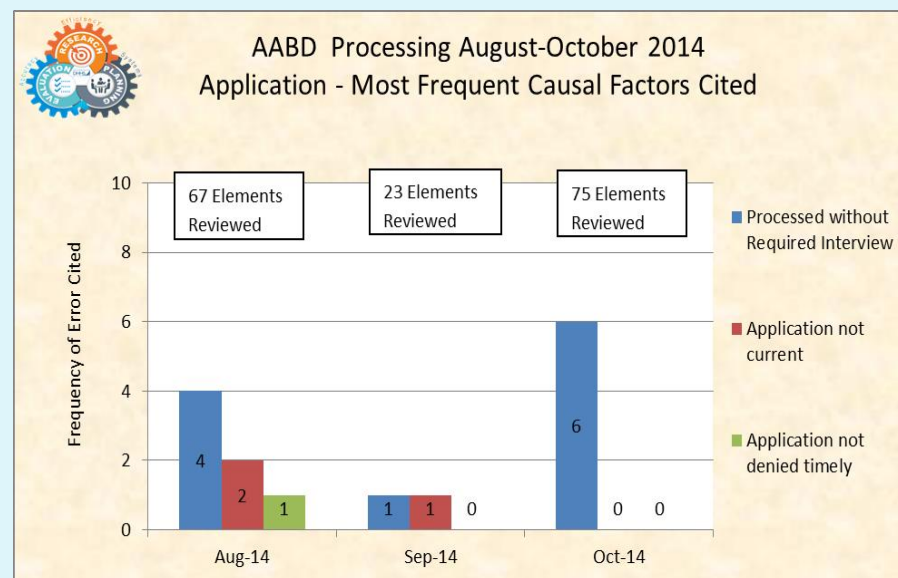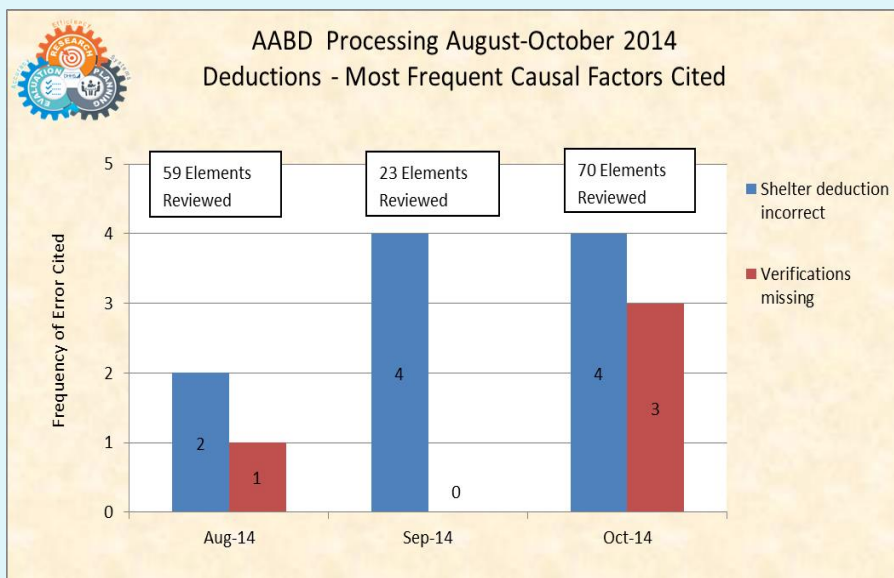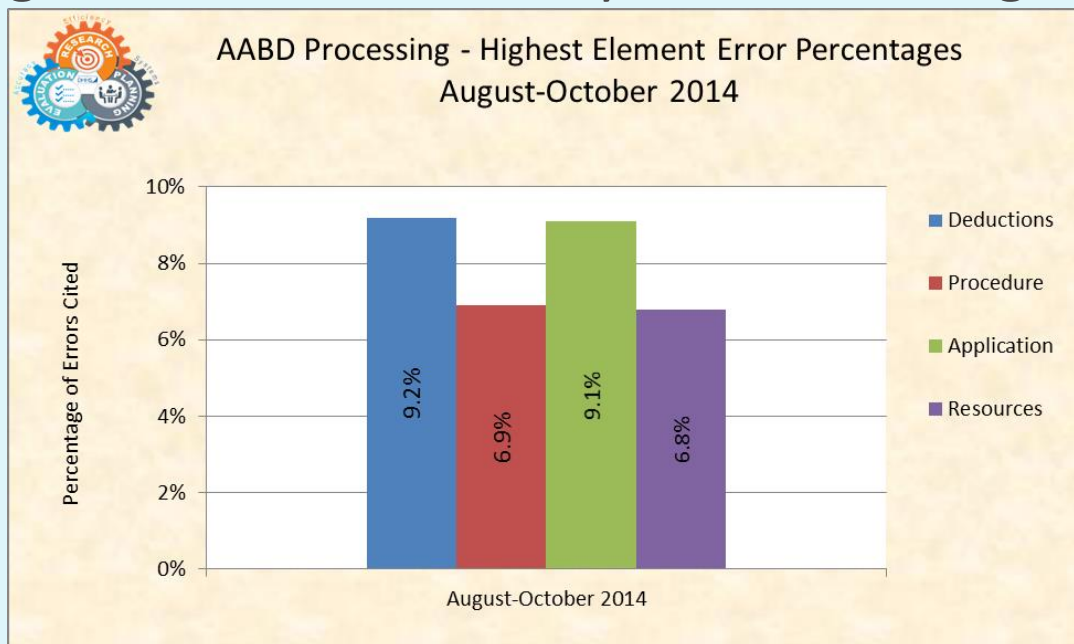
Strengths/Accomplishments:

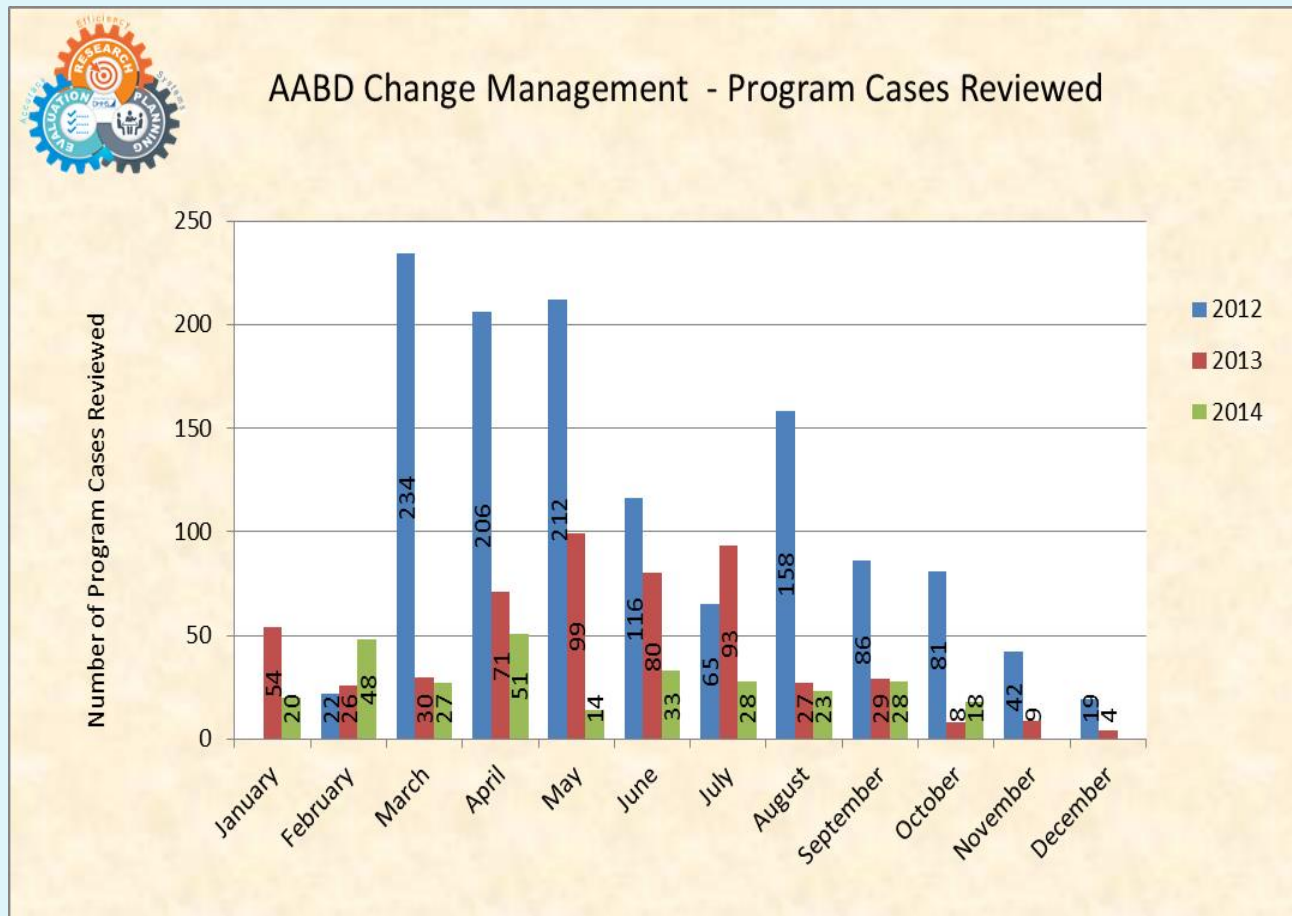**Action Items:**

Barriers:

Goal Statement: The Aid to the Aged, Blind and Disabled Payment program will move towards the goal of 95% accuracy on actions taken on all Assistance to the Aged, Blind, or Disabled Payment Payment household cases.

Internal Review - AABD Change Management
Overall Case Accuracy Comparison

Internal Review - AABD Change Management
Overall Element Accuracy Comparison

Assistance to the Aged, Blind, or Disabled Payment: Change Management
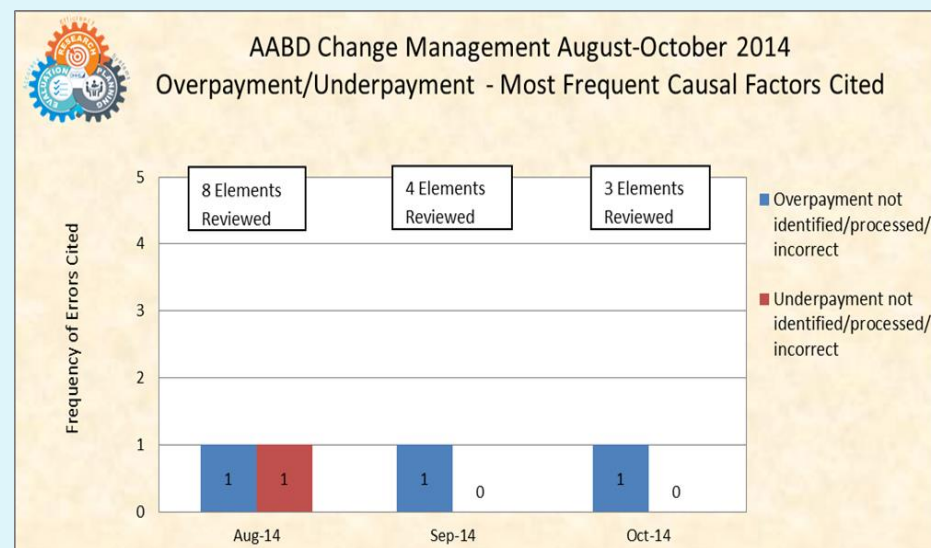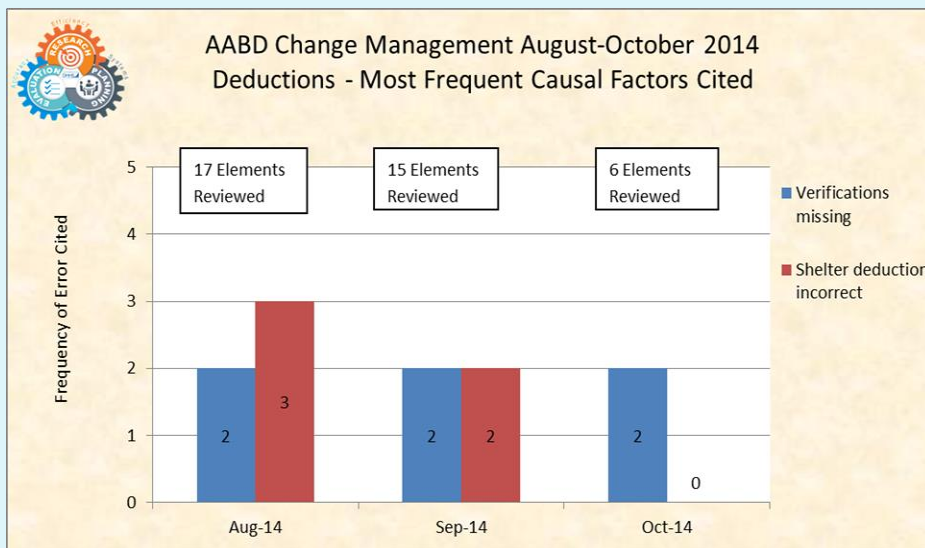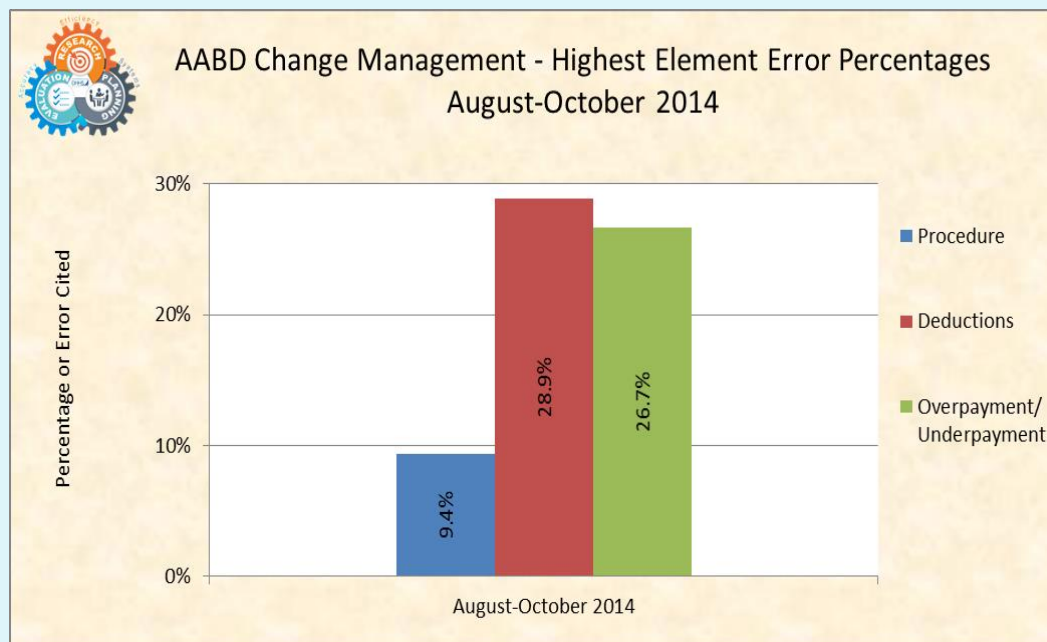
AABD Success Stories

Interviewing

1. Application Element: Removed Causal – Application form questions not answered, last error cited 7/2014

CM

1. Procedure Element: Removed Causal – Review dates not updated, last error cited 7/2014

Social Services for Aged and Disabled Adults Accuracy
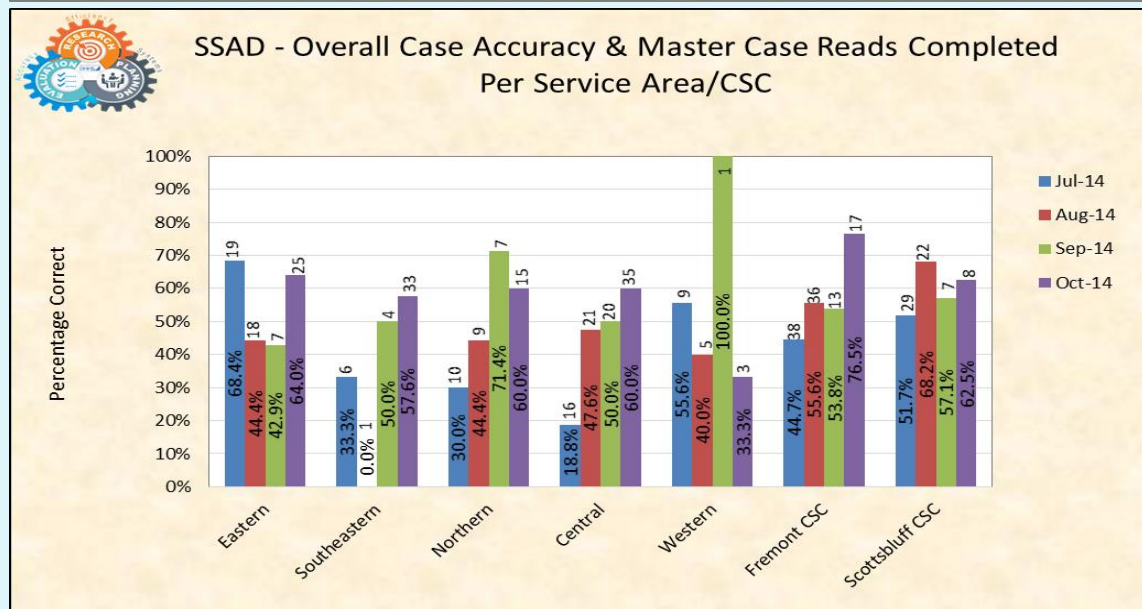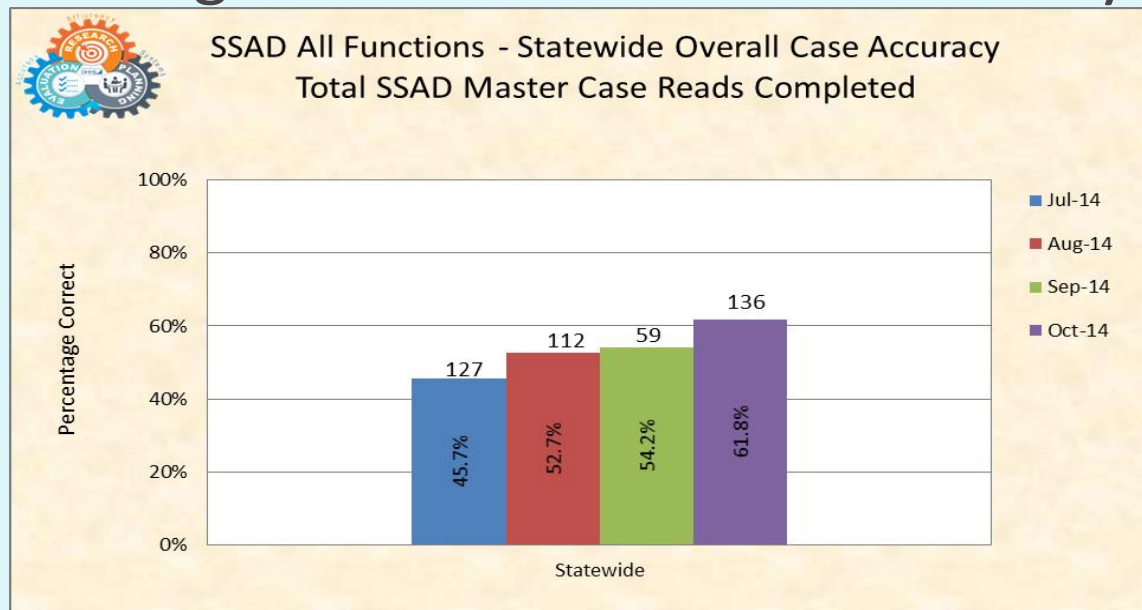
Social Services for Aged and Disabled Adults Interviewing Program Case Reads

Social Services for Aged and Disabled Adults: Interviewing

Strengths/Accomplishments:

Action Items:

Barriers:

Goal Statement: The Social Services for Aged and Disabled Adults program will move towards the goal of 95% accuracy on actions taken on all Social Services for Aged and Disabled Adults household cases.

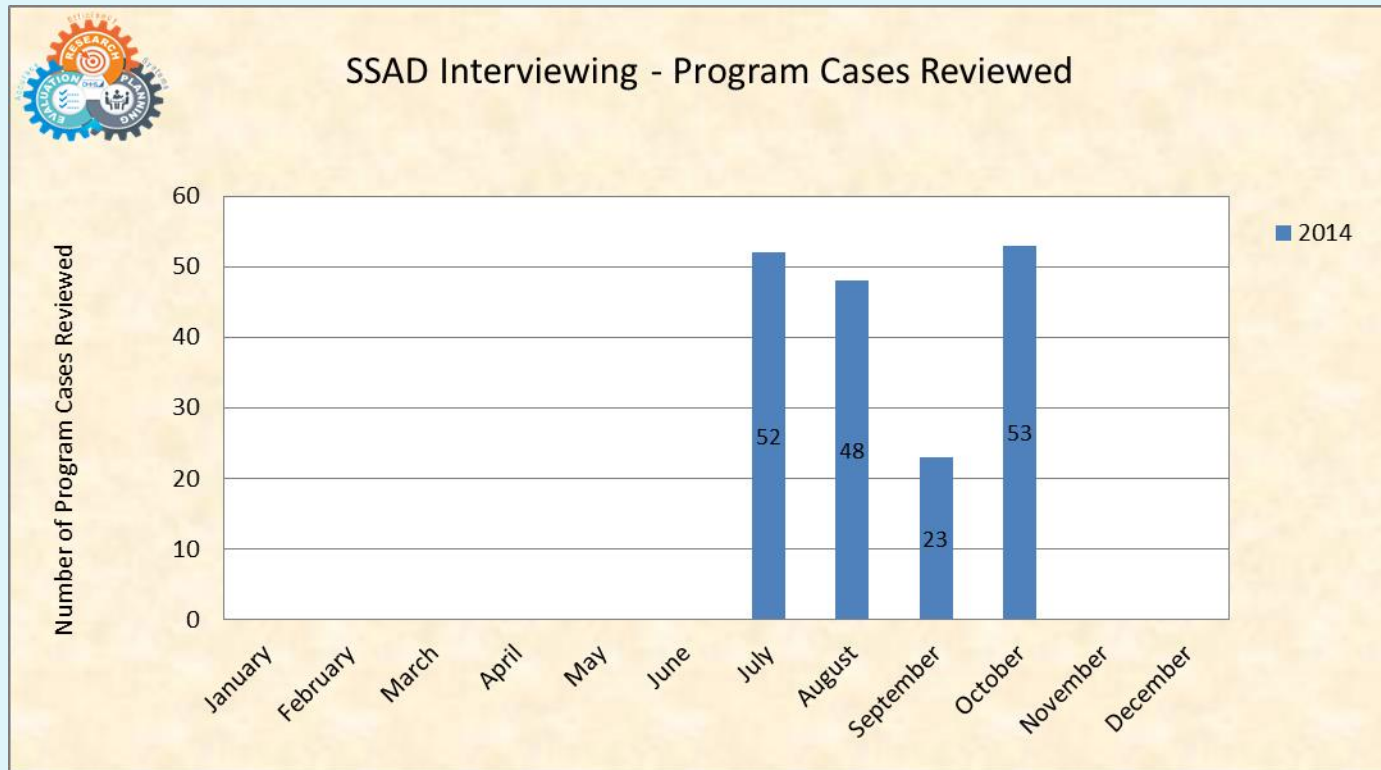### Internal Review - SSAD Interviewing
Overall Case Accuracy Comparison

Month	2014
July	55.8%
August	58.6%
September	73.9%
October	69.8%

Internal Review - SSAD Interviewing
Overall Element Accuracy Comparison

Month	2014
July	92.9%
August	93.5%
September	96.1%
October	95.3%

Social Services for Aged and Disabled Adults: Interviewing

SSAD Interviewing - Highest Element Error Percentages
August-October 2014

SSAD Interviewing August-October 2014
Application - Most Frequent Causal Factors Cited

SSAD Interviewing August-October 2014
Procedure - Most Frequent Causal Factors Cited

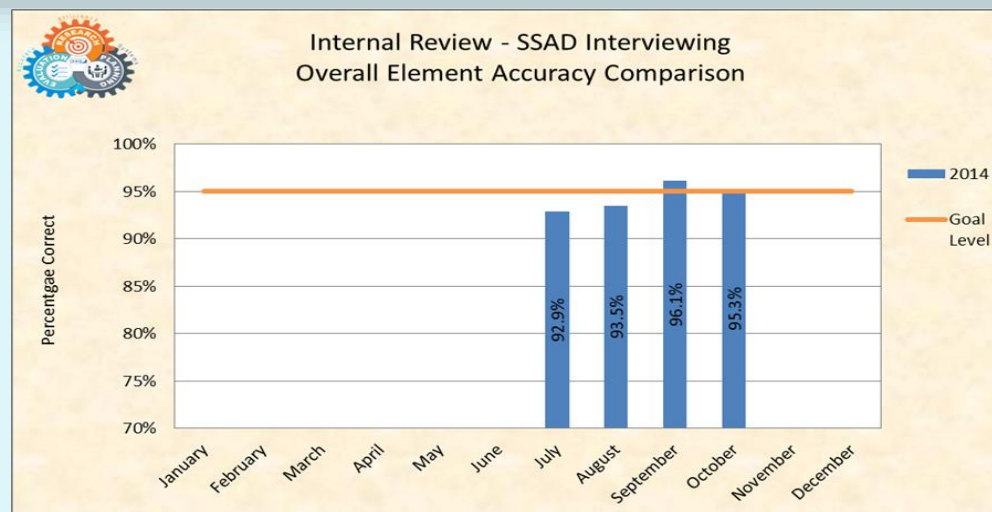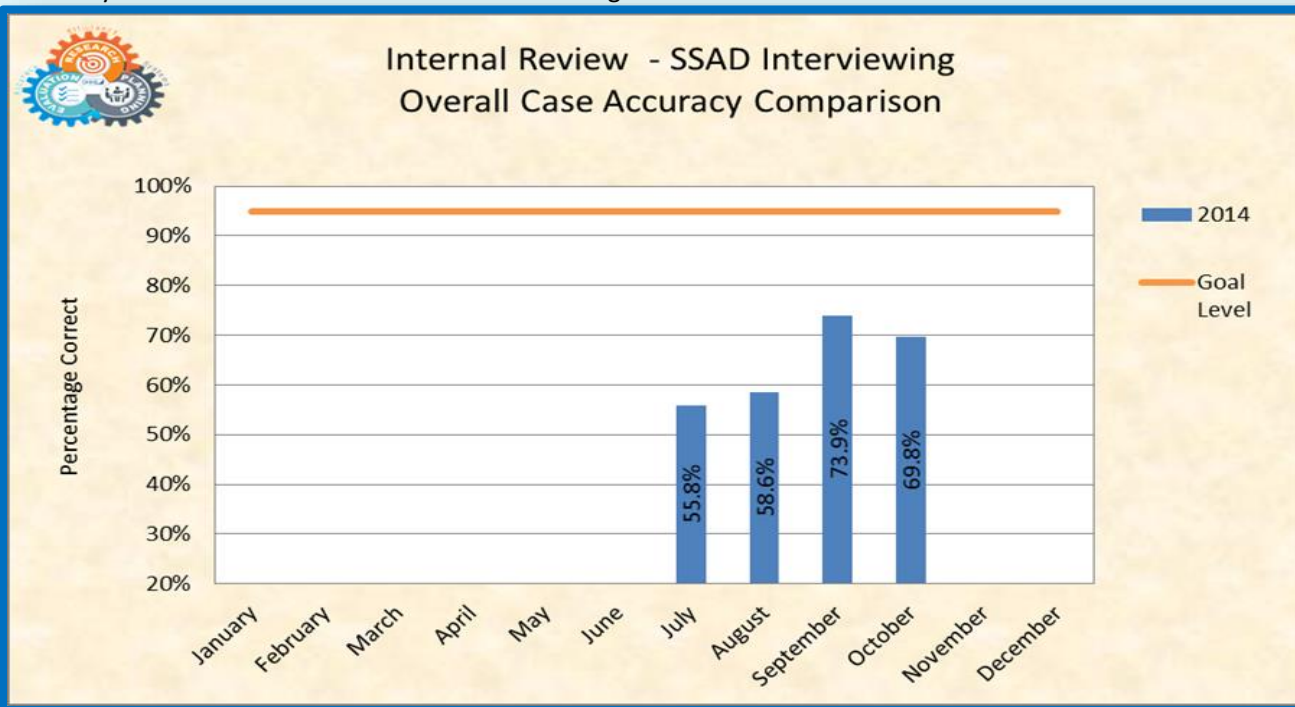# Social Services for Aged and Disabled Adults Processing Program Case Reads

Social Services for Aged and Disabled Adults: Processing

Strengths/Accomplishments:

R.E.P. Released:
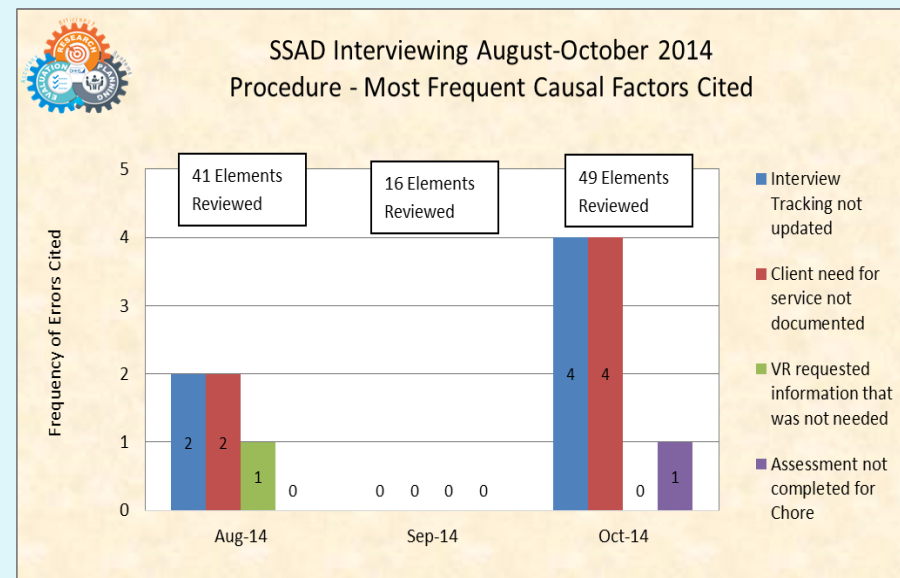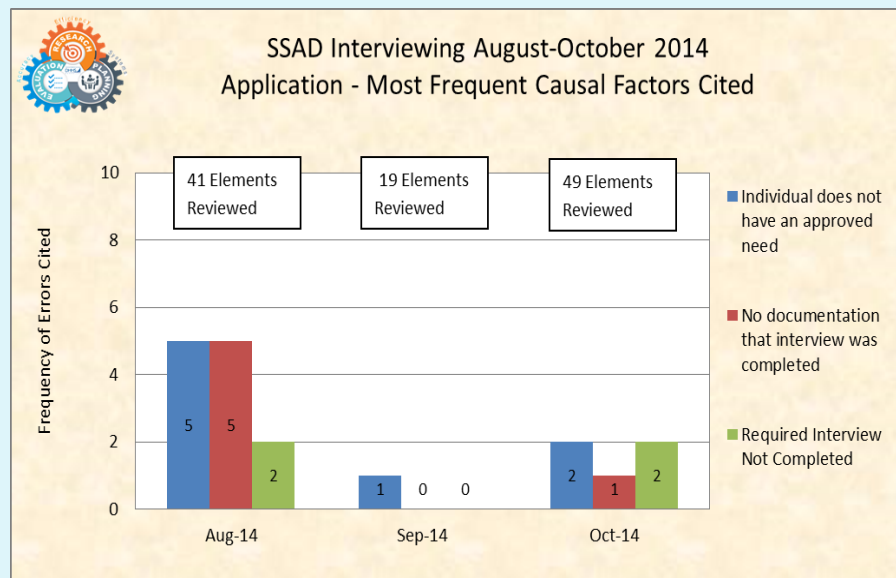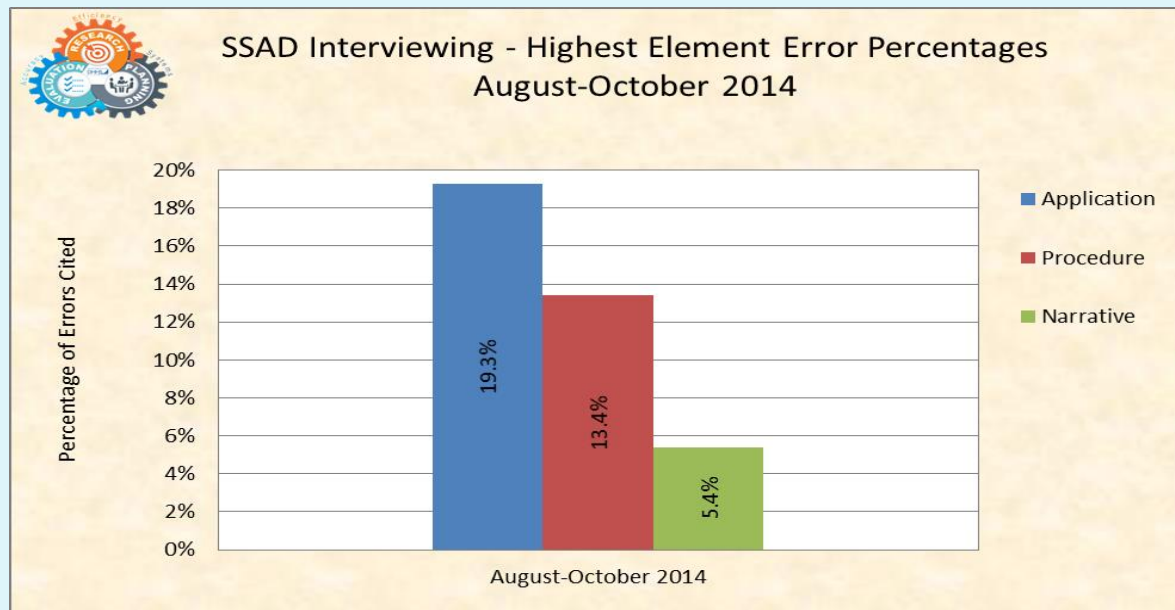1. Adding Programs to Review Applications: 11/3/2014
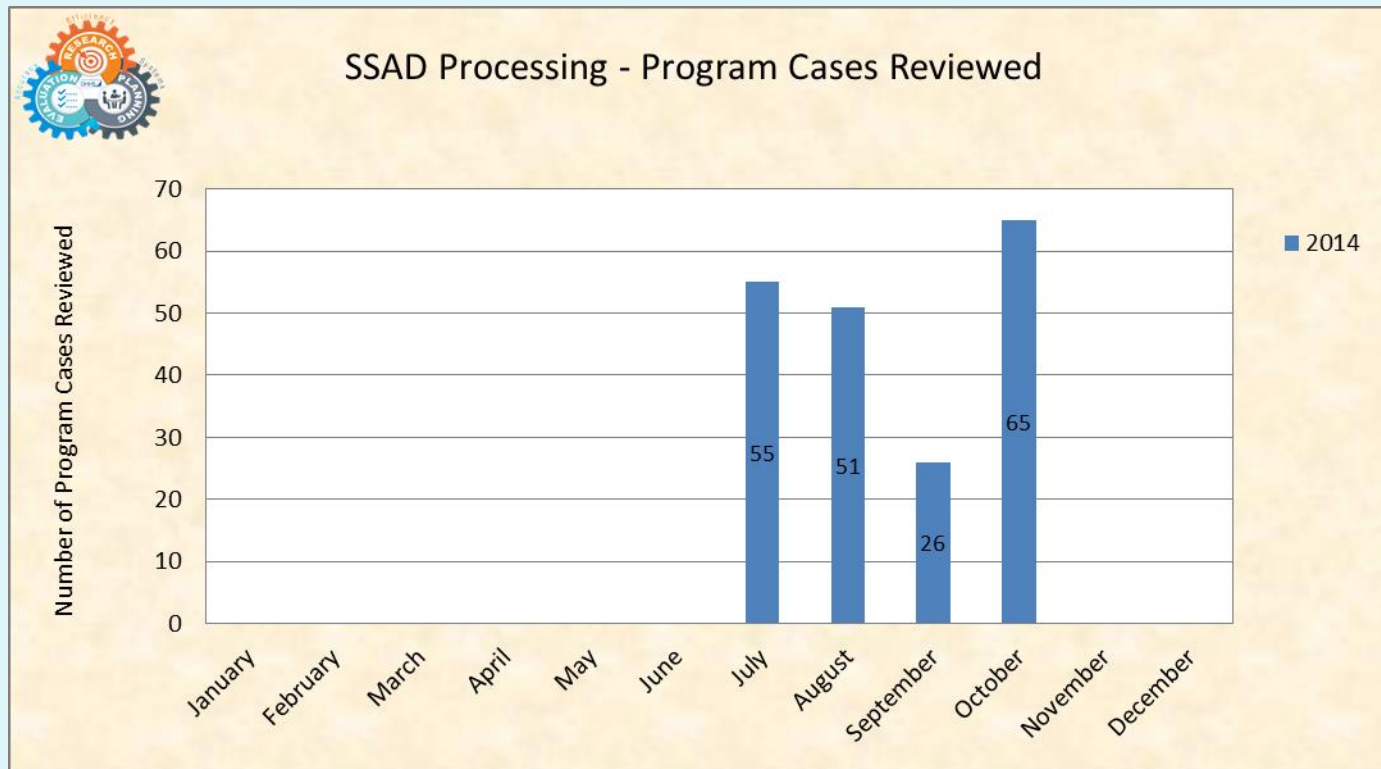
Action Items:

Barriers:

Goal Statement: The Social Services for Aged and Disabled Adults program will move towards the goal of 95% accuracy on actions taken on all Social Services for Aged and Disabled Adults household cases.

Internal Review - SSAD Processing
Overall Case Accuracy Comparison

Internal Review - SSAD Processing
Overall Element Accuracy Comparison
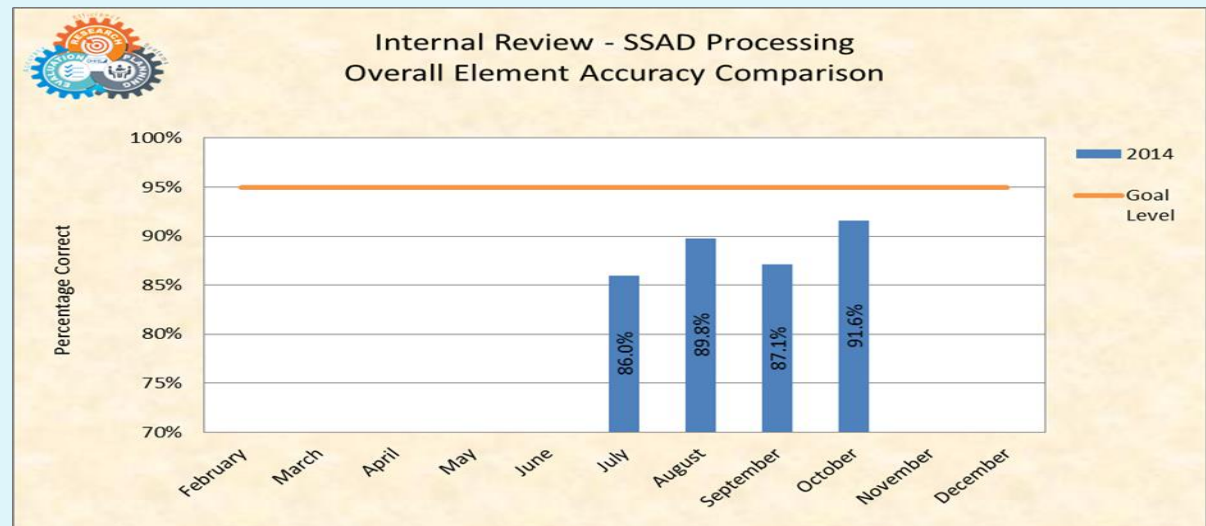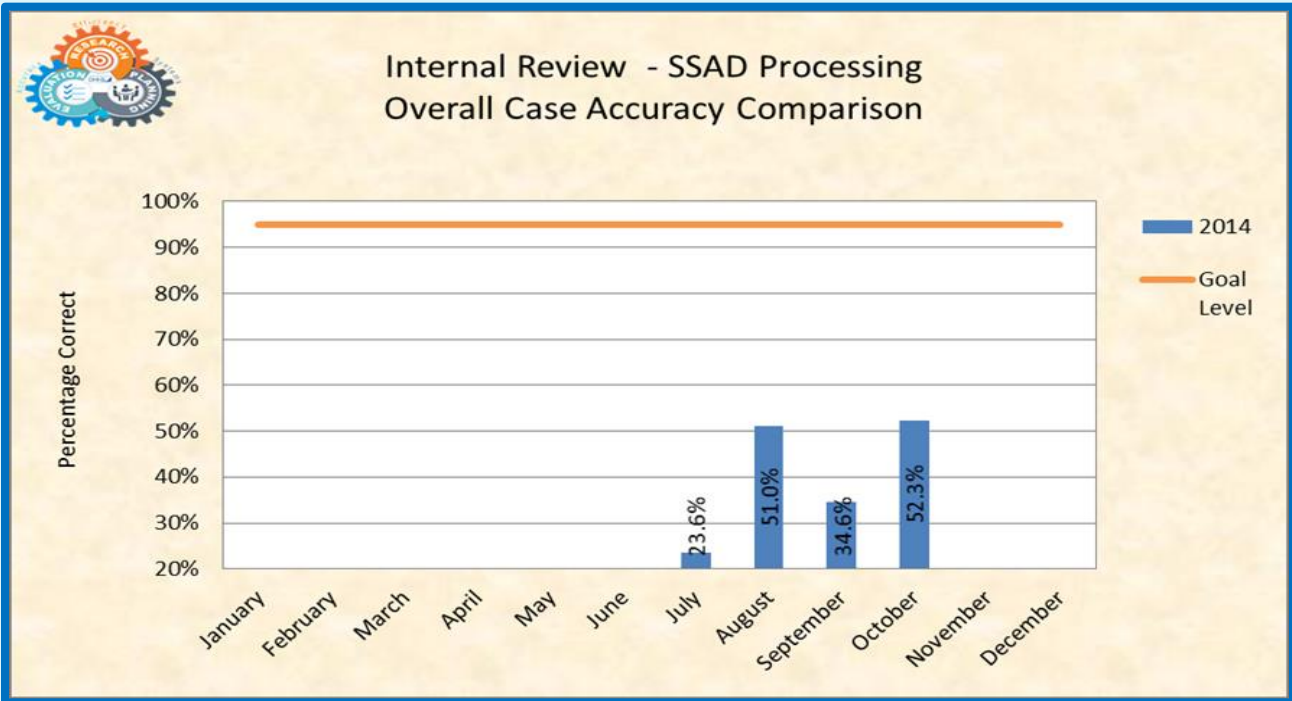
Social Services for Aged and Disabled Adults: Processing

Social Services for Aged and Disabled Adults: Change Management Case Reads

Social Services for Aged and Disabled Adults: Change Management
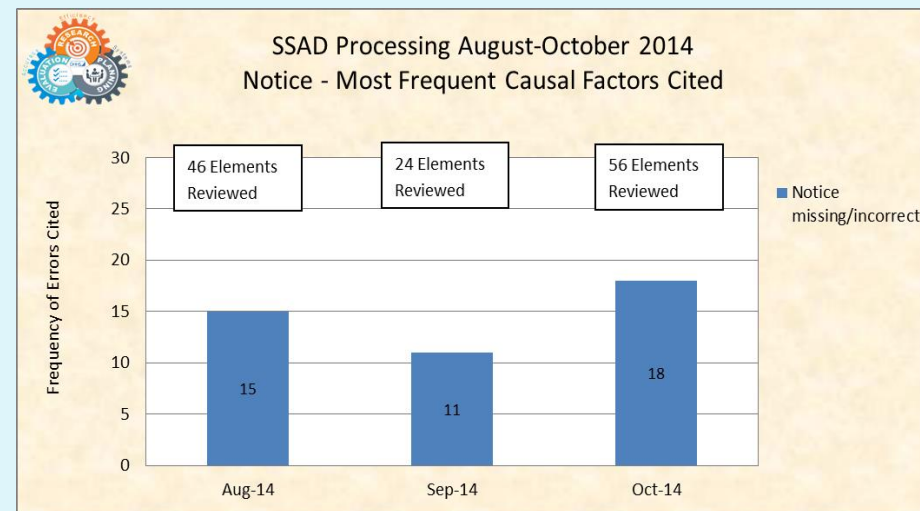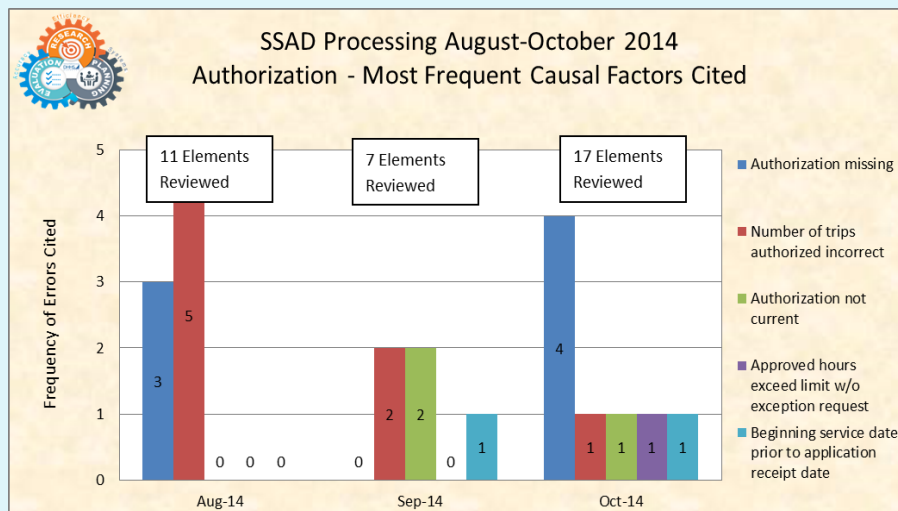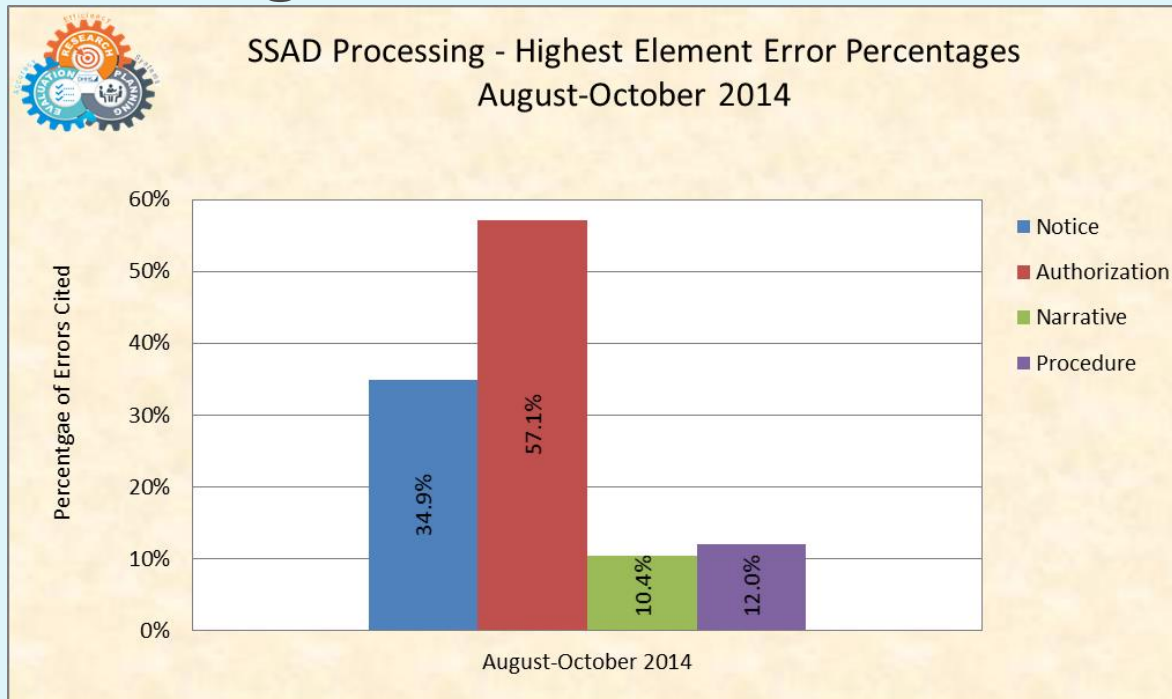
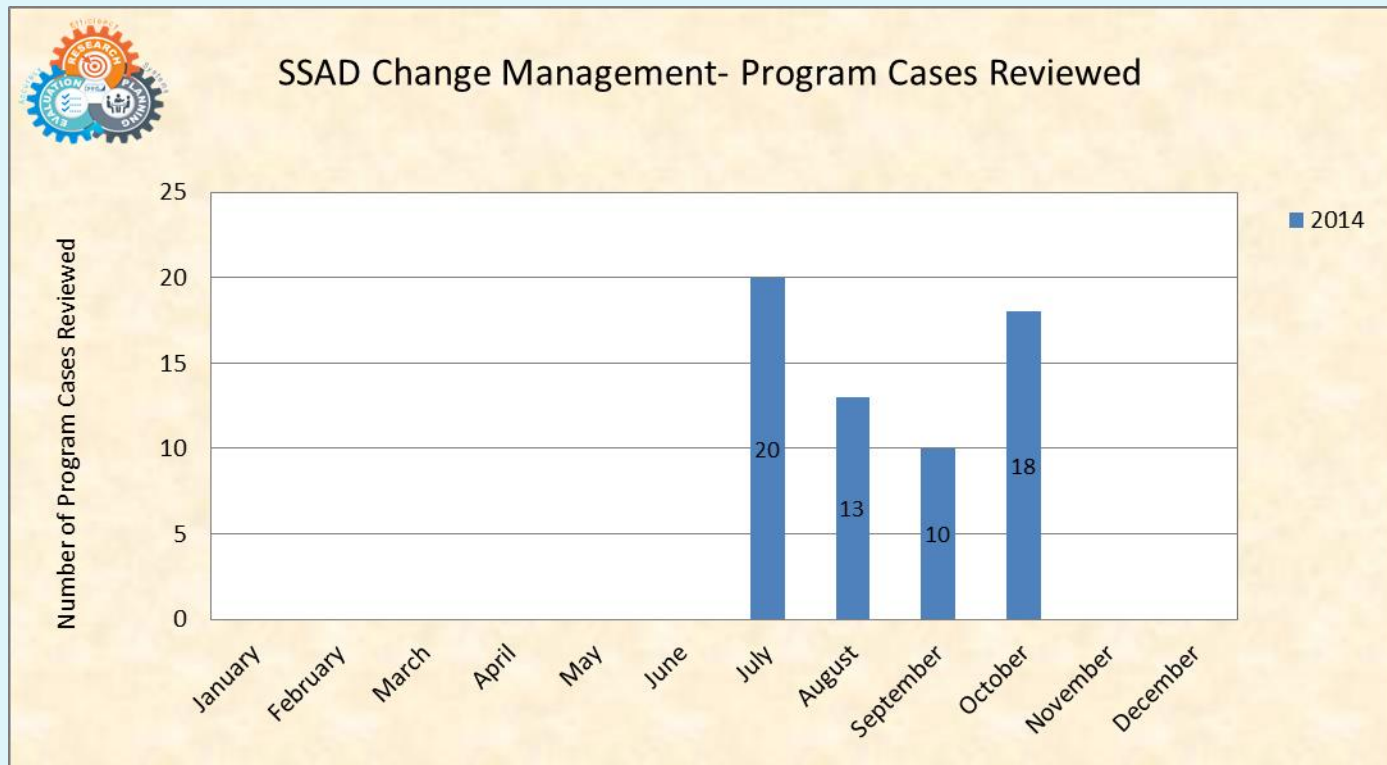**Strengths/Accomplishments:**
Action Items:

Barriers:

Goal Statement: The Social Services for Aged and Disabled Adults program will move towards the goal of 95% accuracy on actions taken on all Social Services for Aged and Disabled Adults household cases.

Internal Review - SSAD Change Management
Overall Case Accuracy Comparison

Internal Review - SSAD Change Management
Overall Element Accuracy Comparison
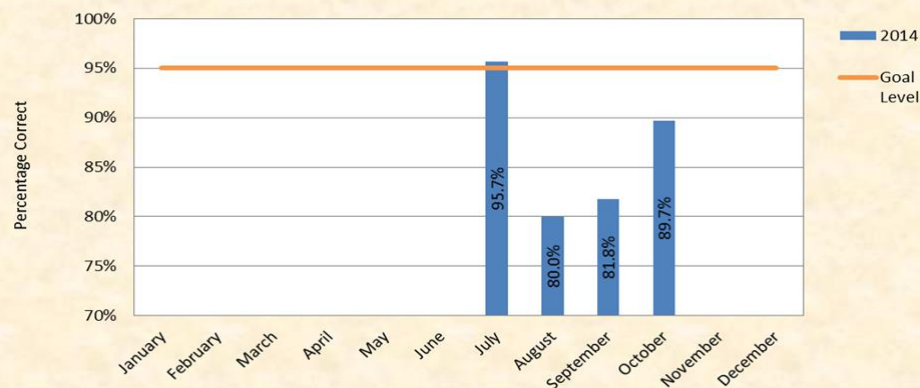
Social Services for Aged and Disabled Adults: Change Management
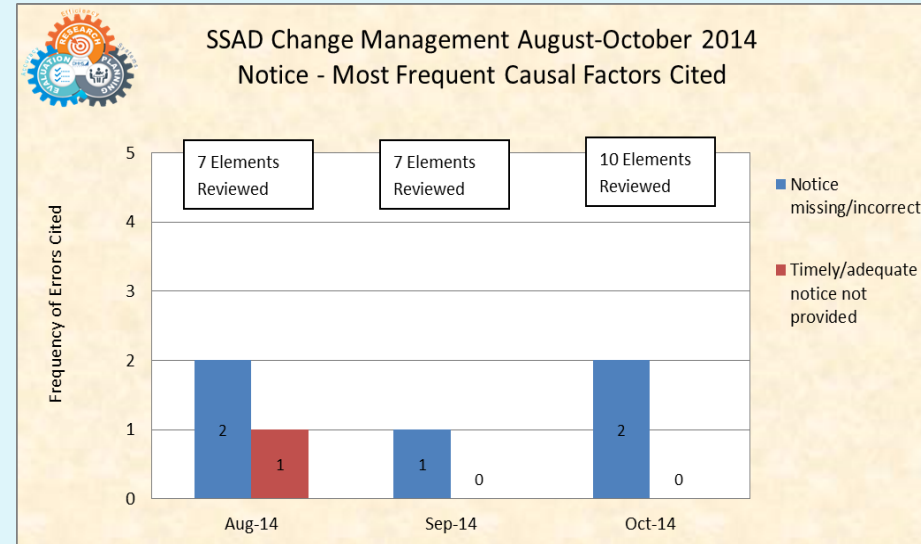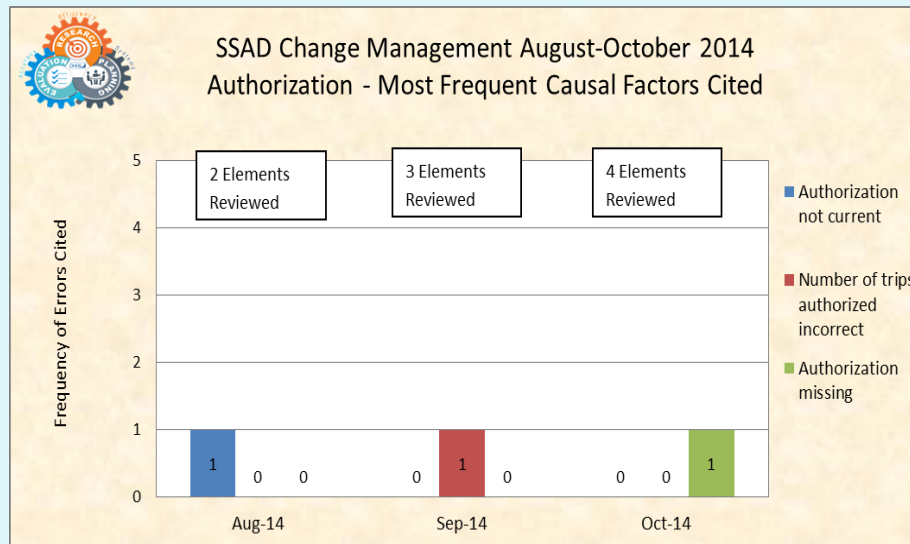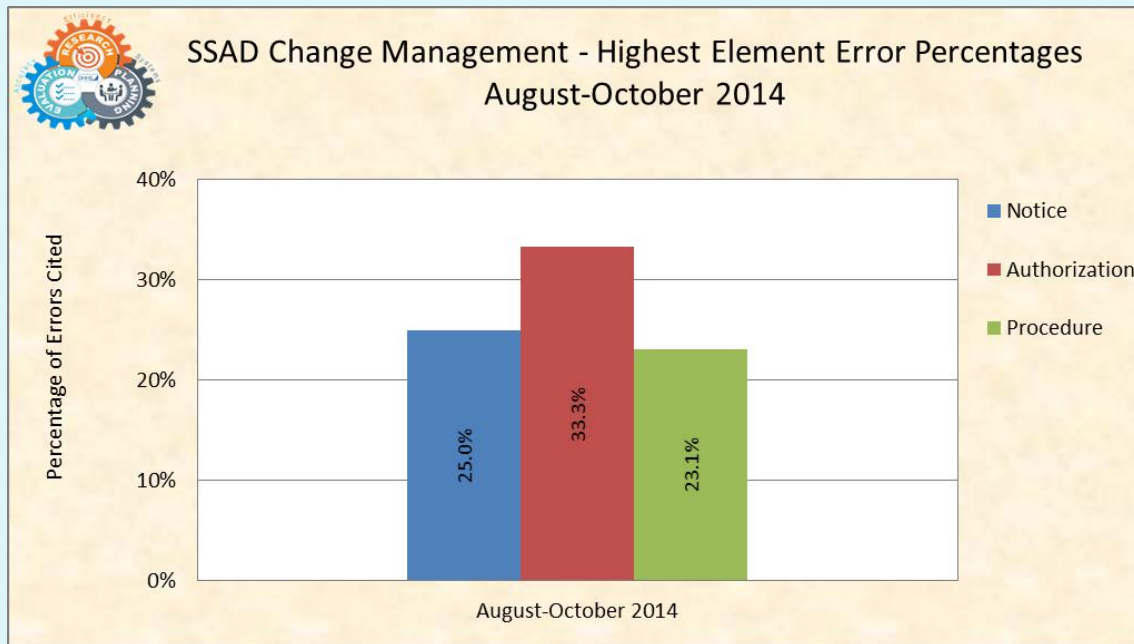
SSAD Success Story

<u>Processing</u>

1. Notice Element: Removed Causal – Timely/Adequate Notice not Provided, last error cited 7/2014

Total Case Reviews Completed

Economic Assistance Case Reads Per Month
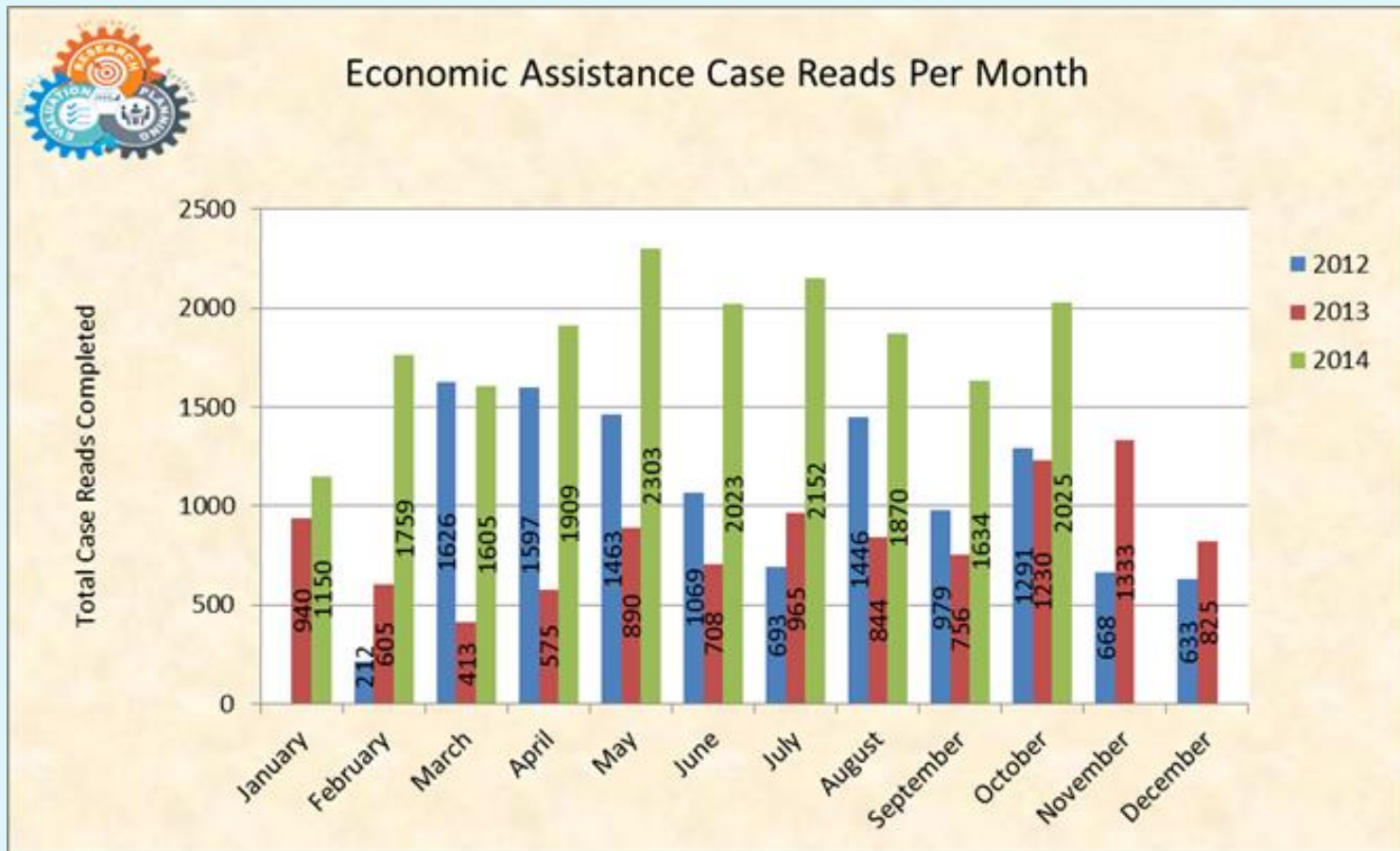
CHAPTER 4: PHONE OBSERVATION

Outcome Statement: Children and Family Services Economic Assistance Constituents will receive quality customer service.

Goal Statement: Continually review phone observations, then measure and report CFS processing performance.

Phone Observations

Phone Observations - Statewide Performace Scores
Total Phone Observations Completed

Phone Observations - Performace Scores
Per CSC Location
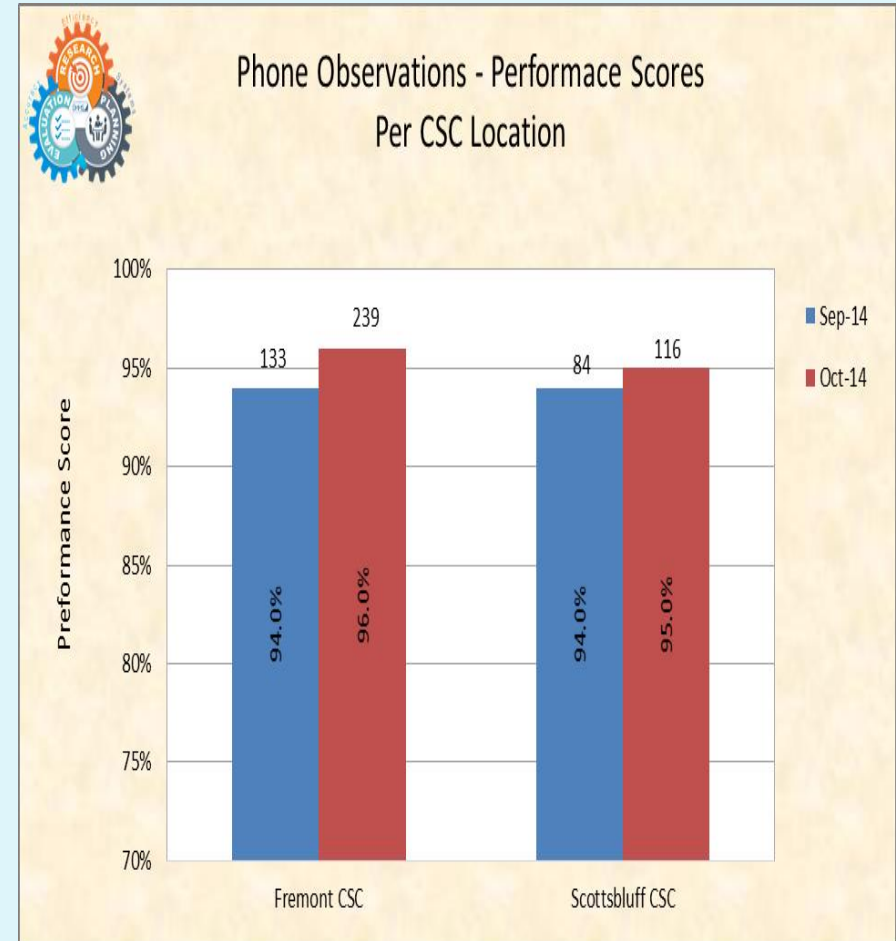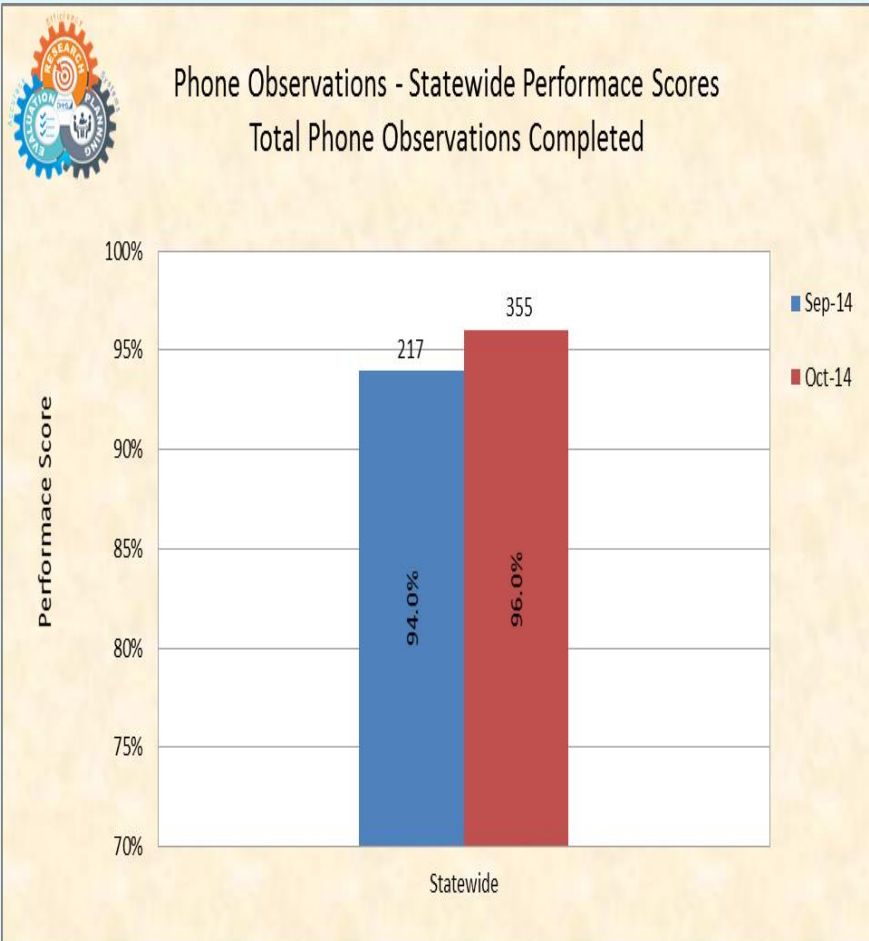
Phone Observations

Phone Observations - Performance Area Scores Statewide

Phone Observations Performance Area - Fulfilling Client Needs Statements - Lowest Scores

Phone Observations - Performance Area Scores Fremont CSC

Phone Observations - Performance Area Scores Scottsbluff CSC

CHAPTER 5: WORKFORCE STABILITY

Outcome Statement: Economic Assistance is well-qualified, trained, supervised and supported.

Goal Statement: Economic Assistance is well-qualified, trained, supervised and supported.

SSW + SSW/T Vacancy Rate

Strengths/Accomplishments:

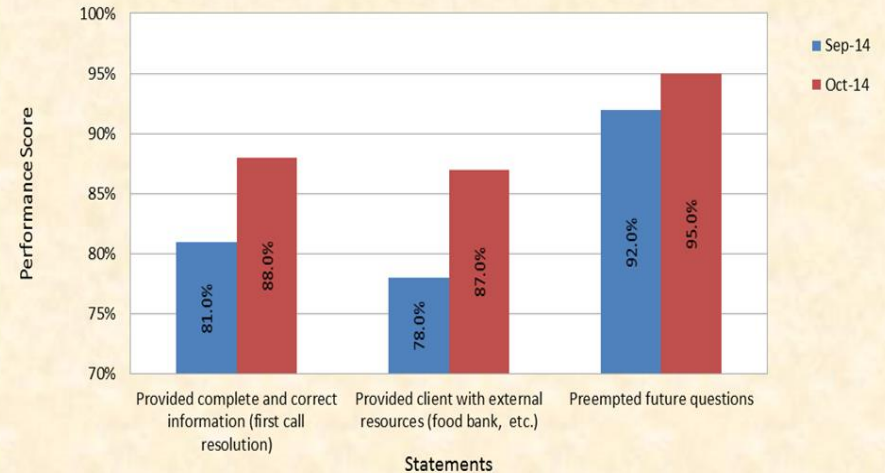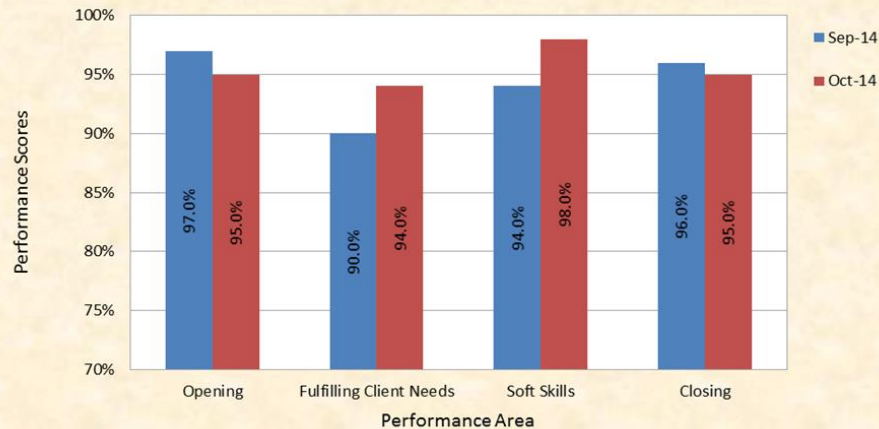- Total vacancy is lower than it has been in the past 2 months.

Action Items:

Barriers:

SSW + SSW/T Location	September 2014 as of 09/1/14			October 2014 as of 10/1/14			November 2014 as 11/1/14		
	Vacant Positions	Total	Vacancy	Vacant	Total	Vacancy	Vacant	Total	Vacancy
Central Service Area EA	2	28	7.1%	0	28	0.0%	1	28	3.6%
Eastern Service Area EA	1	45	2.2%	0	45	0.0%	2	45	4.4%
Northern Service Area EA	5	23	21.7%	1	23	4.3%	1	23	4.3%
Southeast Service Area EA	2	33	6.1%	0	33	0.0%	1	33	3.0%
Western Service Area EA	0	20	0.0%	0	20	0.0%	1	20	5.0%
Local Office Total	*10*	*149*	*6.7%*	*1*	*149*	*0.7%*	*6*	*149*	*4.0%*
Fremont CSC	8	119	6.7%	8	119	6.7%	7	119	5.9%
Scottsbluff CSC	11	82	13.4%	3	82	3.7%	3	82	3.7%
Customer Service Center Total	*19*	*201*	*9.5%*	*11*	*201*	*5.5%*	*10*	*201*	*5.0%*
Grand Total	**29**	**350**	**8.3%**	**12**	**350**	**3.4%**	**16**	**350**	**4.6%**

The above chart: Shows the percentage of vacancies throughout the service areas. These results are based on employees leaving DHHS, not leaving the state.